Acquisition Strategy and Request For Proposal (RFP) Development/Source Selection Overview

(includes SOO Training)

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2 March 2004

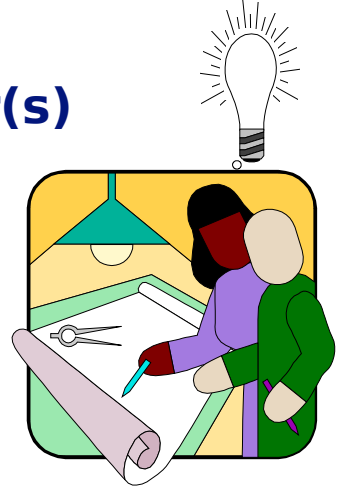
Overview Part 1

- Purpose of Session (Outcomes)
  - DODD 5000.1
  - National Security Space Acquisition (NSSA) Policy 03-01
    - ✓ Defense Space Acquisition Board (DSAB) Process
    - ✓ Statement of Objectives

Requirements
ICD
CONOPS
CDD
CPD

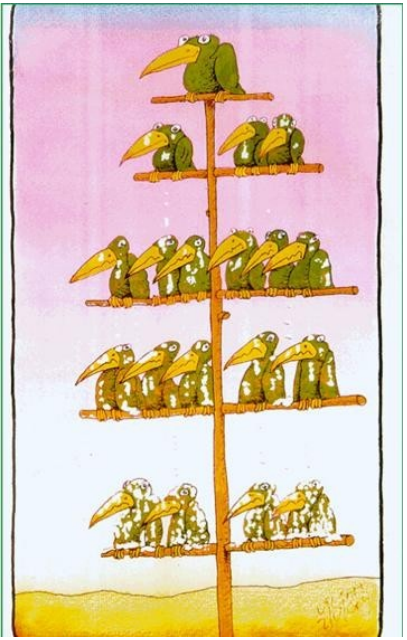
ASP and SSAS/AP
Risk Assessment

Offeror(s)
Proposal
IMP/IMS



RFP
SOO
Sec M
Sec L
Sec C/J
CDRL
TRD/SRD

Directi on
ADM

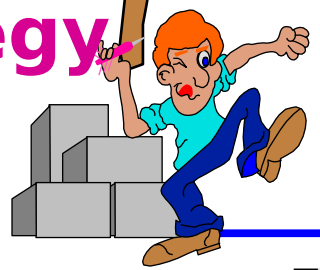


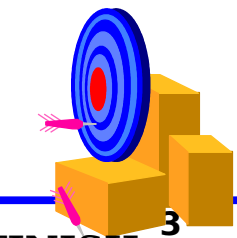
START

CONTRACTOR

…to bridge the GAP, Program Manager must provide input:
TRD/SRD or Specs
Acquisition Strategy
RFP
Source Selection

SOURCE SELECTION
Advisors
Evaluators

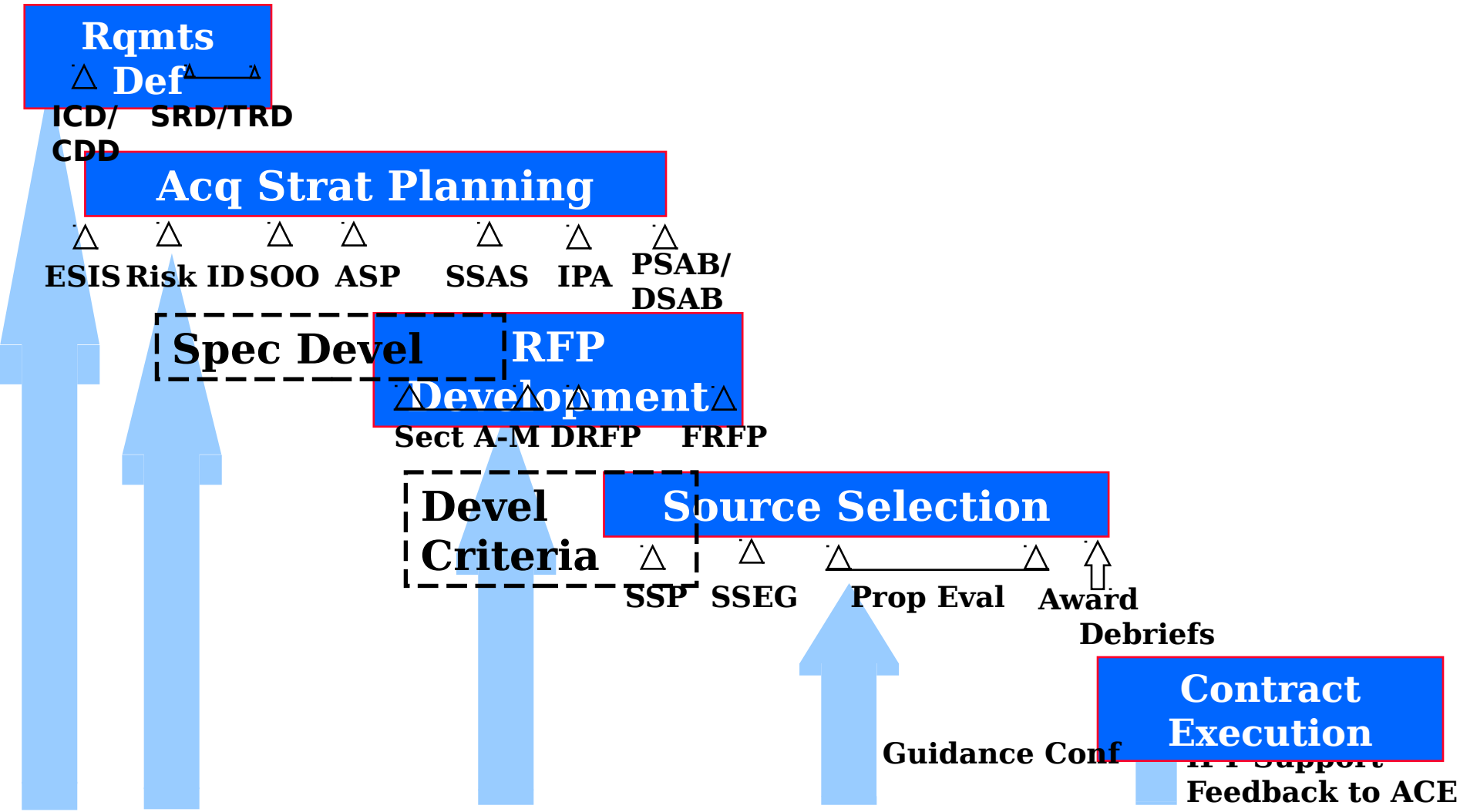




FINISH

Funding
Budget
ICA
ICE

Pre-Award Process (a model)



SMC ACE provides IPT participation, training, coaching, & review

DoD Directive 5000.1 -- The Defense Acquisition System

Major Policy Statements – May 12, 2003

From old DoDD 5000.1

- Program Stability
- Cost & Affordability
- Integrated Test & Evaluation
- Total Systems Approach
- Technology Development & Transition
- Interoperability
- Research & Technology Protection
- Performance-Based Acquisition
- Competition
- Independent Operational Test Agency
- Streamlined Organizations
- Professional Workforce

From old DoDI 5000.2

- Cost Sharing
- Cost Realism
- Reduced Cycle Time
- Collaboration
- Legal Compliance
- International Agreements

From DoD 5000.2-R

- Intelligence Support
- Systems Engineering
- Performance-Based Logistics
- Safety
- Program Information

From old DoDI 5000.2 & DoD 5000.2-R

- Information Superiority
- Information Assurance
- Knowledge-Based Acquisition
- Products, Services & Technologies

NEW

Financial Management Enterprise Architecture (FMEA)*

*Now called "Business Enterprise Architectur

DoD Directive 5000.1 -- The Defense Acquisition System

DoDD 5000.1, chg1, 4 Jan 01

- **Five major categories containing 14 definitive policy statements:**
  - Achieving Interoperability
  - Rapid & Effective Transition from S&T to Products
  - Rapid & Effective Transition from Acquisition to Production
  - Integrated & Effective Operational Support
  - Effective Management
- **12 pages (with 3 enclosures)**

Most policy statements from old DoDD 5000.1 are summarized and included in the new DoDD 5000.1.

+

Policy was added from old DoDI 5000.2 and DoD 5000.2-R

DoDD 5000.1, May 12, 2003

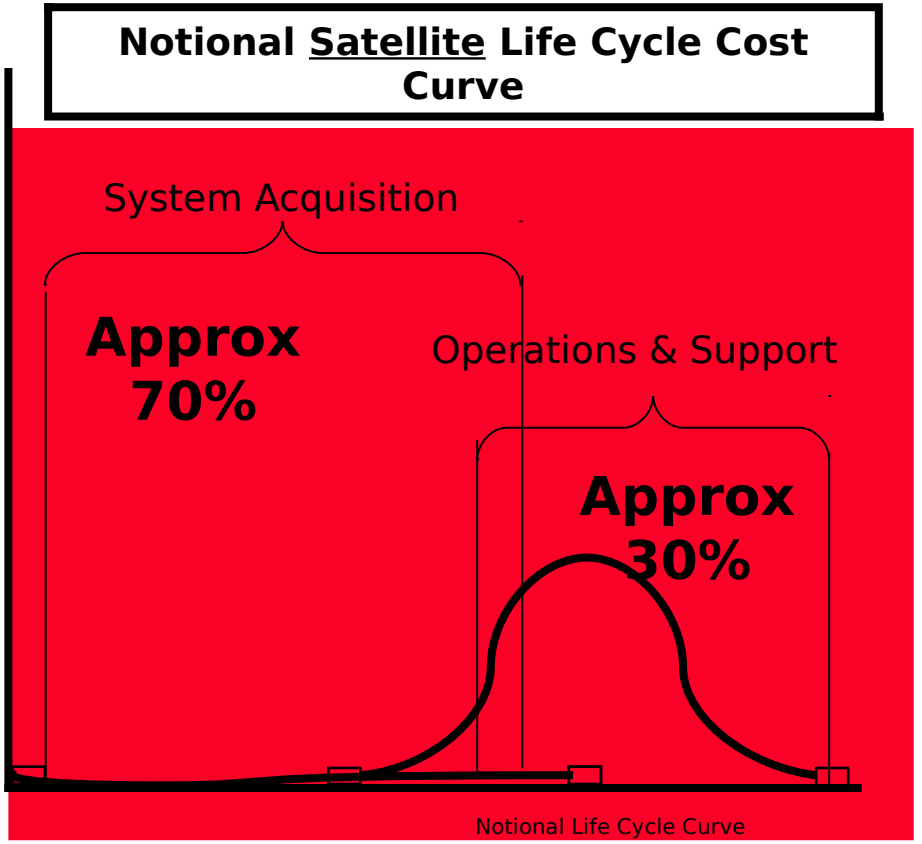
- **Five major categories and 29 short, clear and concise policy statements:**
  - Flexibility
  - Responsiveness
  - Innovation
  - Discipline
  - Streamlined & Effective Management
- **8 pages (with 1 enclosure)**

National Security Space (NSS) Acquisition Policy 03-01

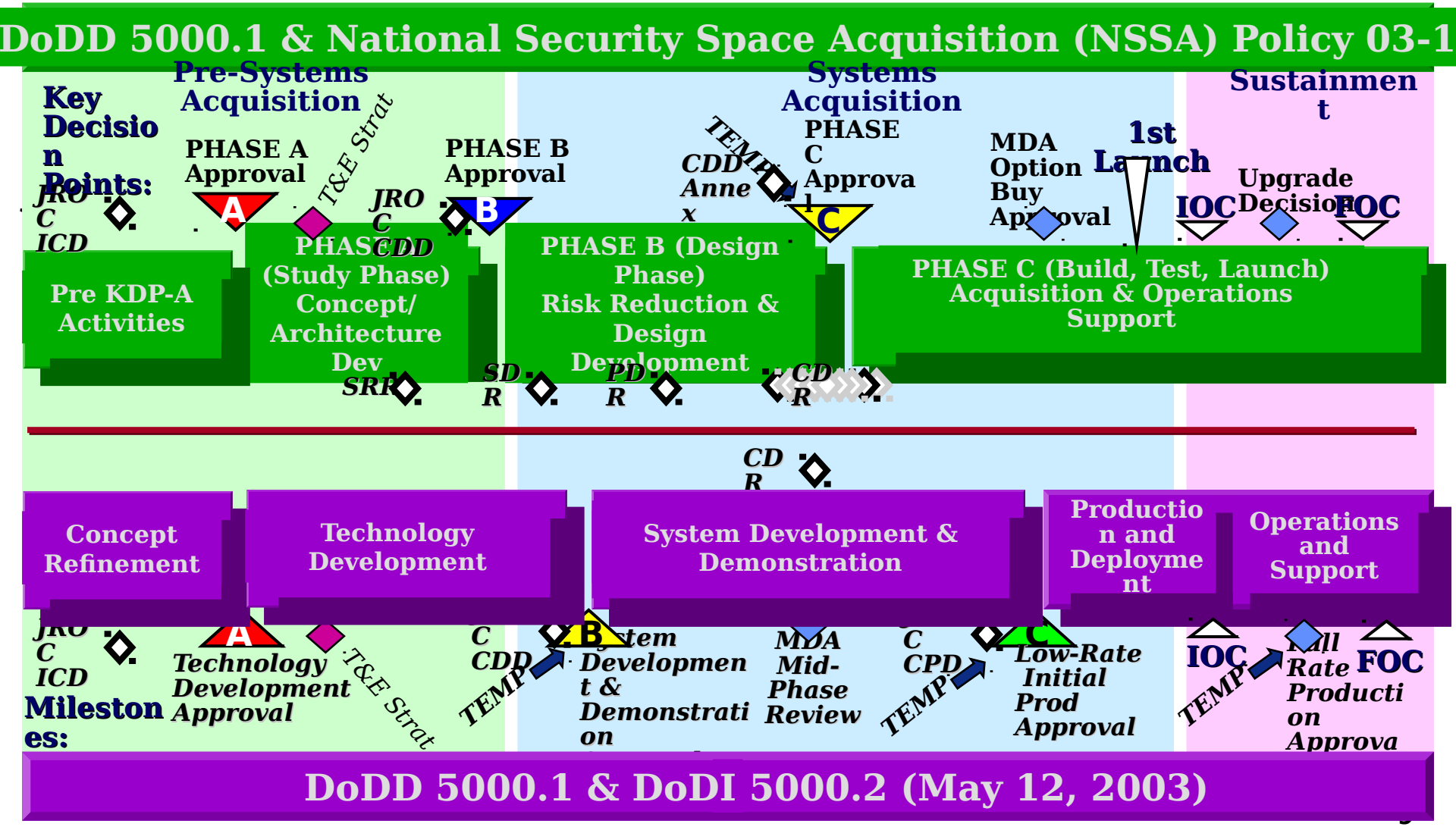
- NSS 03-01, dated 6 Oct 03, formally signed by the USecAF Space
- Defines an Acquisition Decision Process that works in parallel to standard acquisition process
  - Streamlines the process to get a formal decision
  - Defines Defense Space Acquisition Board (DSAB) process
    - ✓Independent Program Assessment (IPA) for technical/programmatic evaluation
    - ✓Independent Cost Analysis (ICA) for cost assessment/estimate by OSD CAIG
    - ✓Integrated Program Summary (IPS) provides top-level program documentation
  - Does not change how we currently acquire space systems
  - Used in lieu of DoDI 5000.2 (waived for SMC Space Programs)
- 03-01 uncouples Key Decision Point (KDP) decisions from contractual actions to allow for greater program flexibility
- 03-01 process allows for smart tailoring to match individual program needs and constraints

Tailored Process for Space: Satellite LCC

- Activities in each curve
  - Systems Acquisition:
    - ✓ 3020
    - ✓ 3080
    - ✓ 3010
    - ✓ 3600
    - ✓ Launch
  - O & S:
    - ✓ 3400
    - ✓ 3500
- Space-related programs -- especially satellites -- are different for typical DoD production systems
  - Biggest costs occur developing satellite and getting to orbit



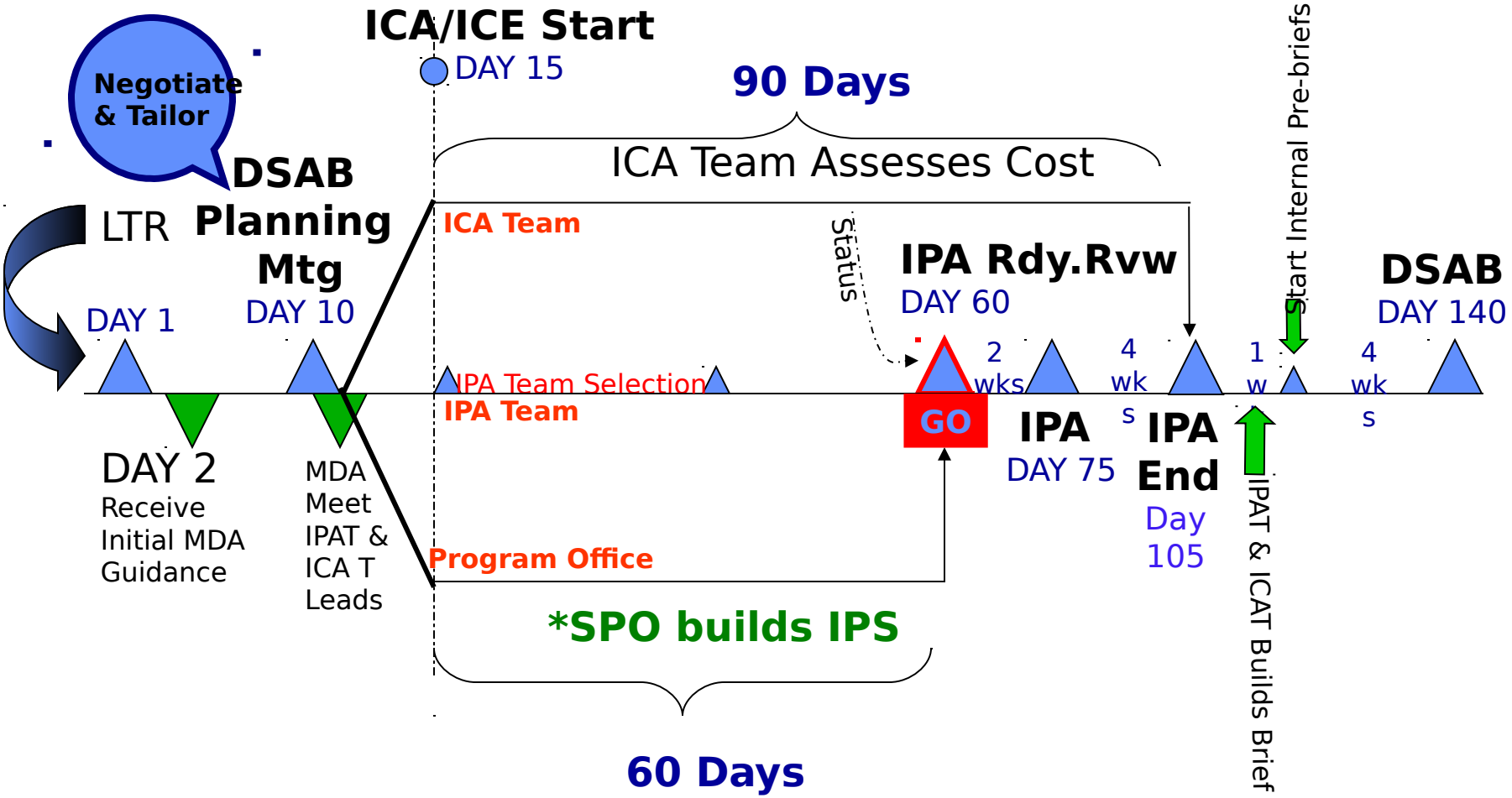
Tailored Process for Space: Acquisition Phase Comparison



Integrated Program Summary (IPS) Enclosure 5 of DSAB Package

- Used to facilitate IPS Team Review
- Concise documented record of NSS program accomplishments
- Not Coordinated
- Minimal set of pre-approved material (e.g., ICD/CDD/CPD, Acq Strategy, ASP, SSAS, TEMP)
- Newly generated IPS subject topics (NSSA Pol 03-01, AP4.2)
- Program office prepares for IPS Lead (prior IPA Start)

Integrated Program Assessment (IPA) Process



*=IPT Input Required

Space Systems Acquisition Strategy (SSAS)
(NSSA Policy 03-01, Appendix 4)

- Documents/Describes Acq Approach to Acquire a System
- 20 Slides plus 10-20 Pages (to amplify details)
- Replacement for Acq Plan or SAMP
- Complies with FAR 7.105 (“Written Acq Plan”)
- Prepared before KDPs and updated accordingly
- Developed before ASP; Update after ASP
- Reviewed General Counsel or Judge Advocate General
- PEO Endorses; SPD/PM submits to DOD Space MDA for guidance and approval
- RFP can be released once SSAS is approved

SSAS Topical Areas

- Program Description
- Program Office Description and Activities
- Risk Areas and Design Considerations
- Acquisition Approach and Program Structure
- Business and Contracting Strategy
- Identify Potential Sources

Specific DoDD 5000.1 Policy For Sustainment/Logistics

Total Systems Approach

The PM shall be the *single point of accountability* for accomplishment of program objectives for *total life cycle systems management, including sustainment.* The PM shall adopt a human systems integration approach to optimize total system performance (hardware, software, and human) and when assessing system effectiveness, suitability, and survivability. Planning for Operation and Support shall begin as early as

Performance-Based Logistics

PMs shall develop and implement *performance-based logistics* strategies that optimizes total system availability while minimizing cost and logistics footprint… Sustainment strategies shall include the best use of *public and private sector capabilities through Government/Industry partnering* initiatives, in accordance with statutory

Evolutionary Acquisition (EA) Another DODD 5000.1 Policy

***Evolutionary Acquisition (EA)** is a nontraditional, overarching acquisition strategy that a program can use to develop and field a core capability meeting a valid requirement with the intent to develop and field additional capabilities in successive **Increments.**

***The Spiral Development process** is an iterative set of sub-processes that may include: establish performance objectives; design; code, fabricate, and integrate; experiment; test; assess operational utility; make tradeoffs; and deliver.

From AFI 63-123

Overview Part 2

- Acquisition Center of Excellence (ACE)
- Purpose of Session (Outcomes)
  - RFP/Source Selection Process
    - ✓ Focus on ILS elements
- Purpose of RFP Training
- The RFP Development Process Model (Overview)
- Notional Program Example (Using an Aircraft Purchase)
- Let's Build the Section M (An Approach)
- Source Selection Overview

Acquisition Center of Excellence (ACE) (SMC/AXD)

- Support Center command section (SMC/CC)
- Direct functional relationship to PEO and USECAF Space
- Close association with HQ AFMC/AE (Central ACE)
- Staffed with qualified experts – IPT member/coaches
  - Multifunctional staffing relationships established with AX, BC, EN, IN, LG, FM, PK, and Det. 12
- SMC agile acquisition (use EA) focal point/change agent
  -- Discovery Map training
- Make Agile Acquisition succeed
  - Drive behavior by measuring performance
  - Innovate today's programs to meet future AFSPC needs
- Real time acquisition program support and training

SMC ACE People

- Multi-Disciplined, Experienced, & Current on Acq. Policy
  - Lots of lesson learned gathered
- Assigned People to SMC/AXD
  - Senior Government, Aerospace, and Support Contractor(s)
  - Program Mgt, Contracting, Senior System Engineers,
  - Logistics, Financial, Pgm Control, Pricing, etc.
- Links to Other Sources
  - Other SMC Staff, Other Centers, Higher HQ

SMC ACE Training

General and Standardized Training

-- Address Specific Needs (Customer Specific)

-- Tailored to Need and Just-In-Time

AXD Web Site:

http://ax.losangeles.af.mil/axd/

SMC ACE Workshops

Statement of Objective and Risk ID/Assessment

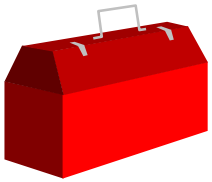
RFP and Source Selection

IPT Team Building [Commercial Source(s)]

DSAB/PSAB IPA Process

Other Specific Topics/Purposes, as Required

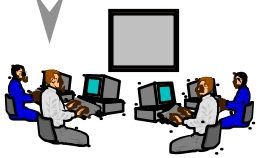
SMC ACE Pre-Award Toolkit



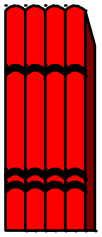
Toolkit
- Guides
- Templates
- Examples
- Lessons Learned
- Training Briefs

Hyperlink

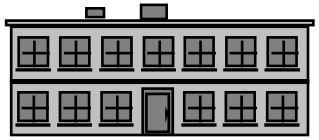
Use ASOC
- Pre-Award Data Base
- Helps Build RFP
- Tracks Status



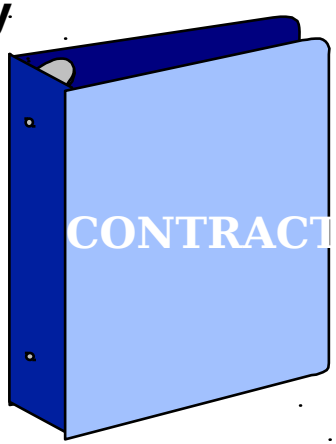
Acquisition Support Operations Center
- Brainstorming
- Problem Solving
- Risk ID/Assessment



Critical Process Assessment Tools & DOD Deskbook



Source Selection Facility

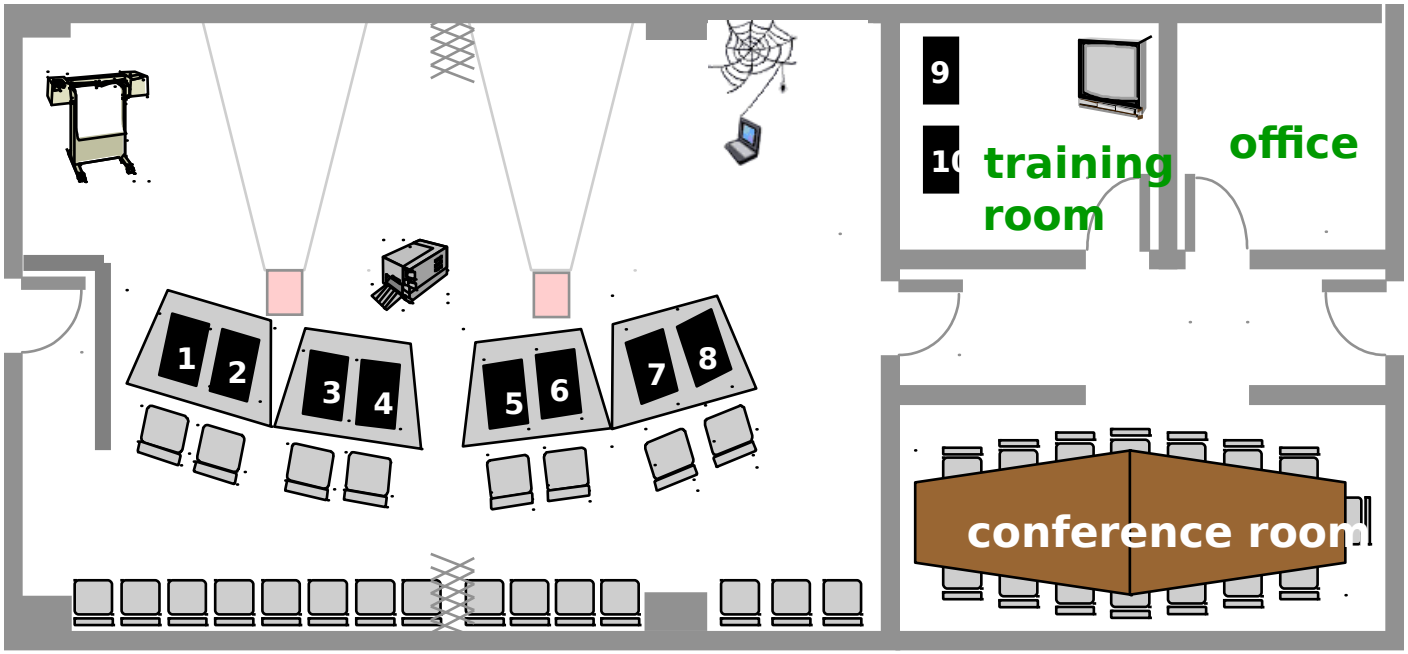


Helping Programs Get To Award

Acquisition Support Operations Center (ASOC)

BUILDING 120, ROOM 113

BUILDING 120, ROOM 112



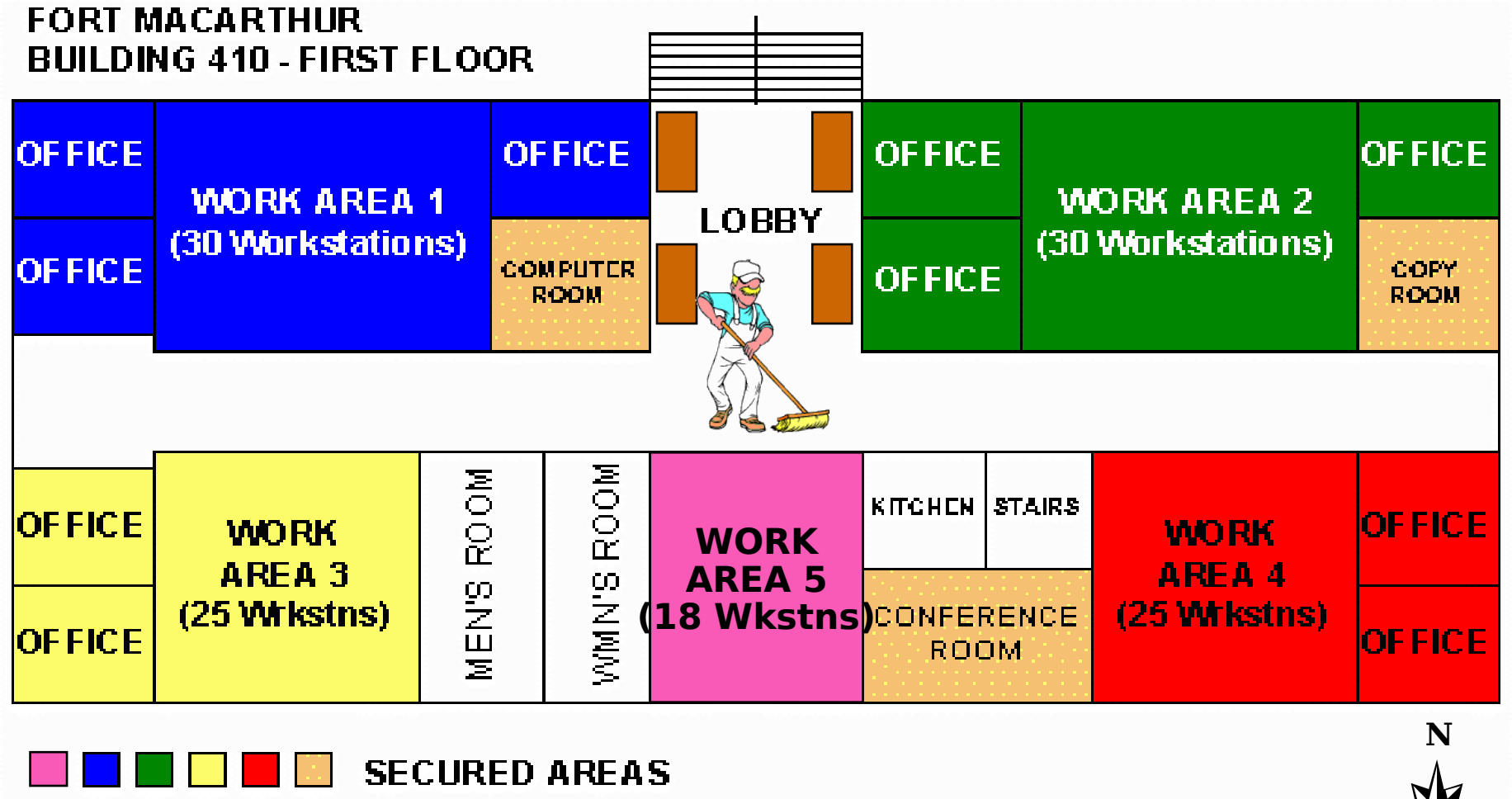
Some of the Noteworthy Features:

- Ventana Group Systems S/W for Brainstorming and Conse
- Specialized Software for Requirements Devel/Val, Sys Eng
- Access to the Latest Acquisition Development Tools

Learn more about the ASOC at http://losangeles.af.mil/axd/ipdc.ht

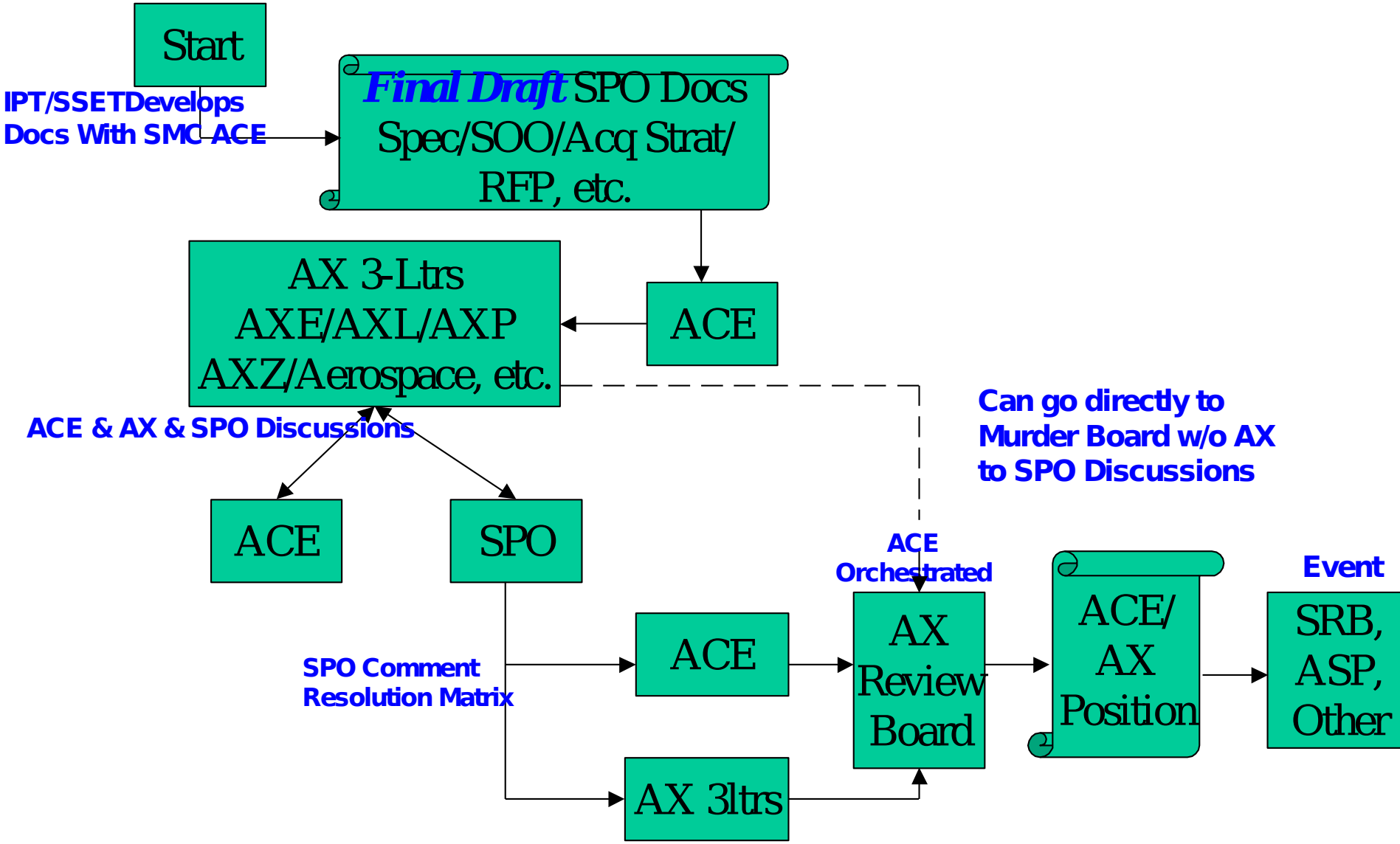
Source Selection Facility (SSF)

- Five Separated, Secure Work Areas
- Electronic Source Selection Tool (ESS)



- Basement renovation planned

AX Comment Resolution Process (ACE Topics)



SPO IPT
Acq/RFP Products

SOO
Sections L/M
RFP Attachments
CDRL

Sys Acq. Plan
SSP/SSEG
Award Fee Plan

ACQ Strategy
ASP Charts
Exec. Summary

SRD/TRDs
Risk List/Plan
ICD/CDD/CONOPS

ACE (SMC/AXD)
Receive SPO Docs
Send Docs to AX

AXE
SMC/SE
Sys Engineering

AXL
Acq Logistics

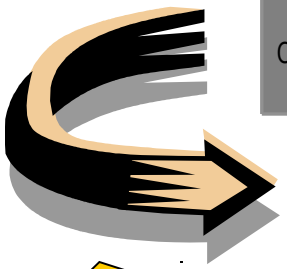
AXP
Acq Security

AXZ
Health/Safety

Aerospace
CSAD
SETA

ACE and SPO IPT
Receive Comments
from AX 3/4 Ltrs

SPO IPT
Publishes
Comment Matrix
to AX 3/4 Ltrs



Input

ASP Dry Run
IPT to ACE &
Staff 3/4 Ltrs

Input

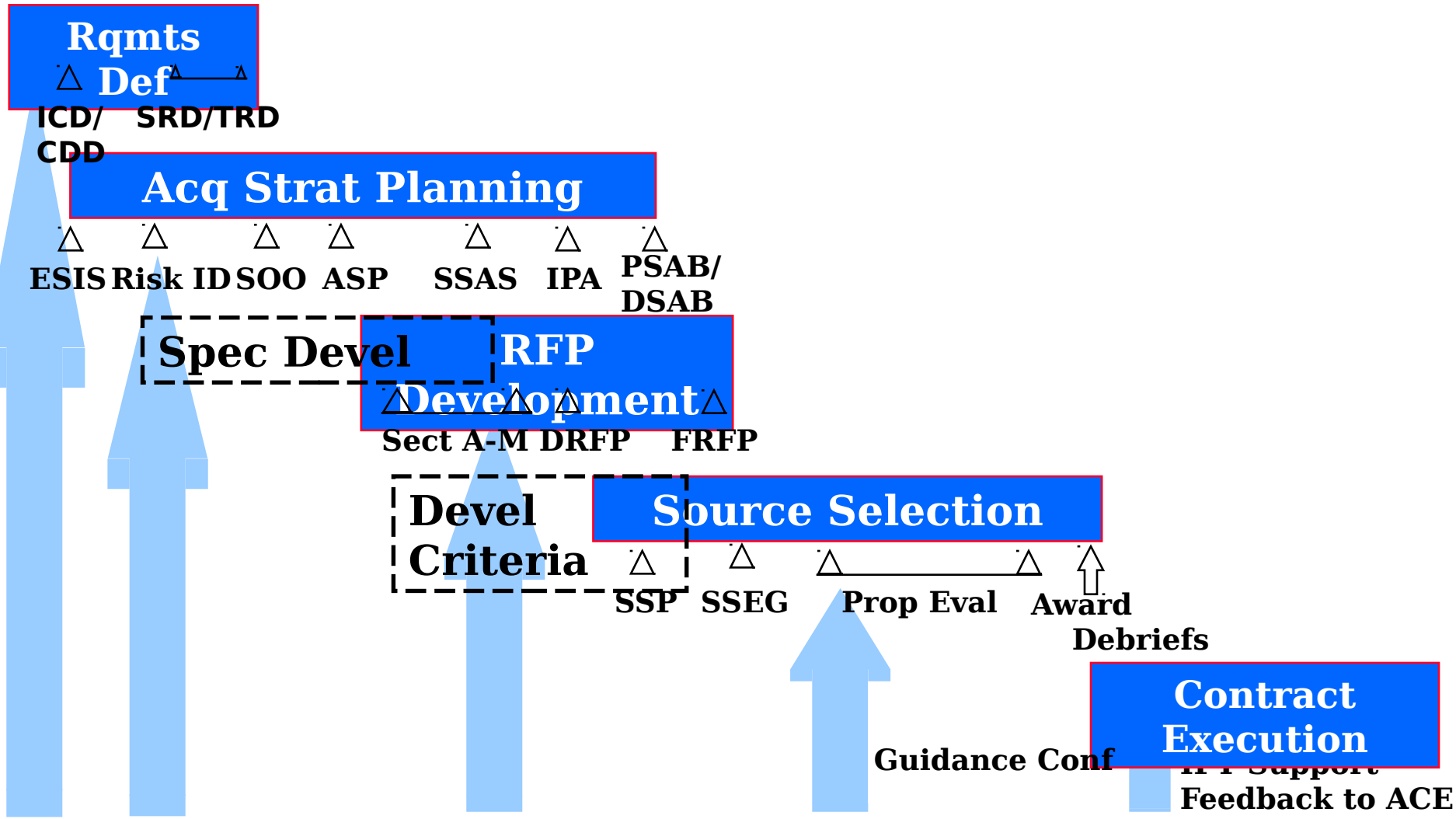
SRB
IPT to
ACE &
Staff 2/3 Ltrs

ACE/AX Review Rejected

Purpose of RFP Development Training

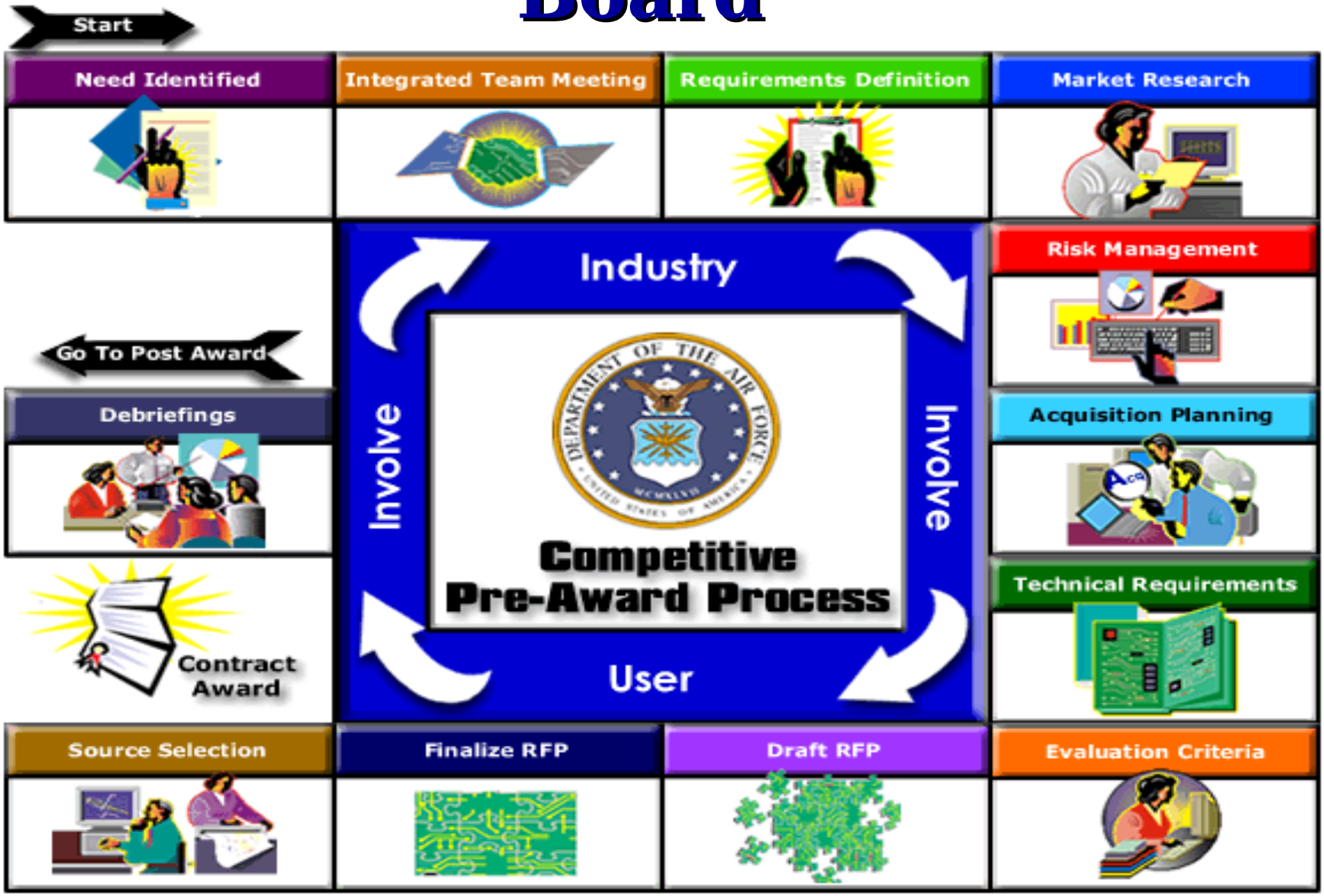
- Show Acquisition and RFP Big Picture Charts
- Understanding of a Systematic Process:
  - To Identify, Analyze, and Assess Only What Is Truly Important for Source Selection
- Demonstrated Traceability of ICD/CDD/CONOPS to RFP:
  - Requirements + Risk Assessment, SOO, WBS, Performance-based SOW, Section M and Section L
  - Selecting Appropriate Mission Capability Subfactors
  - Identification of "Key Discriminators" for source selection Evaluation Criteria

Pre-Award Process (a model)

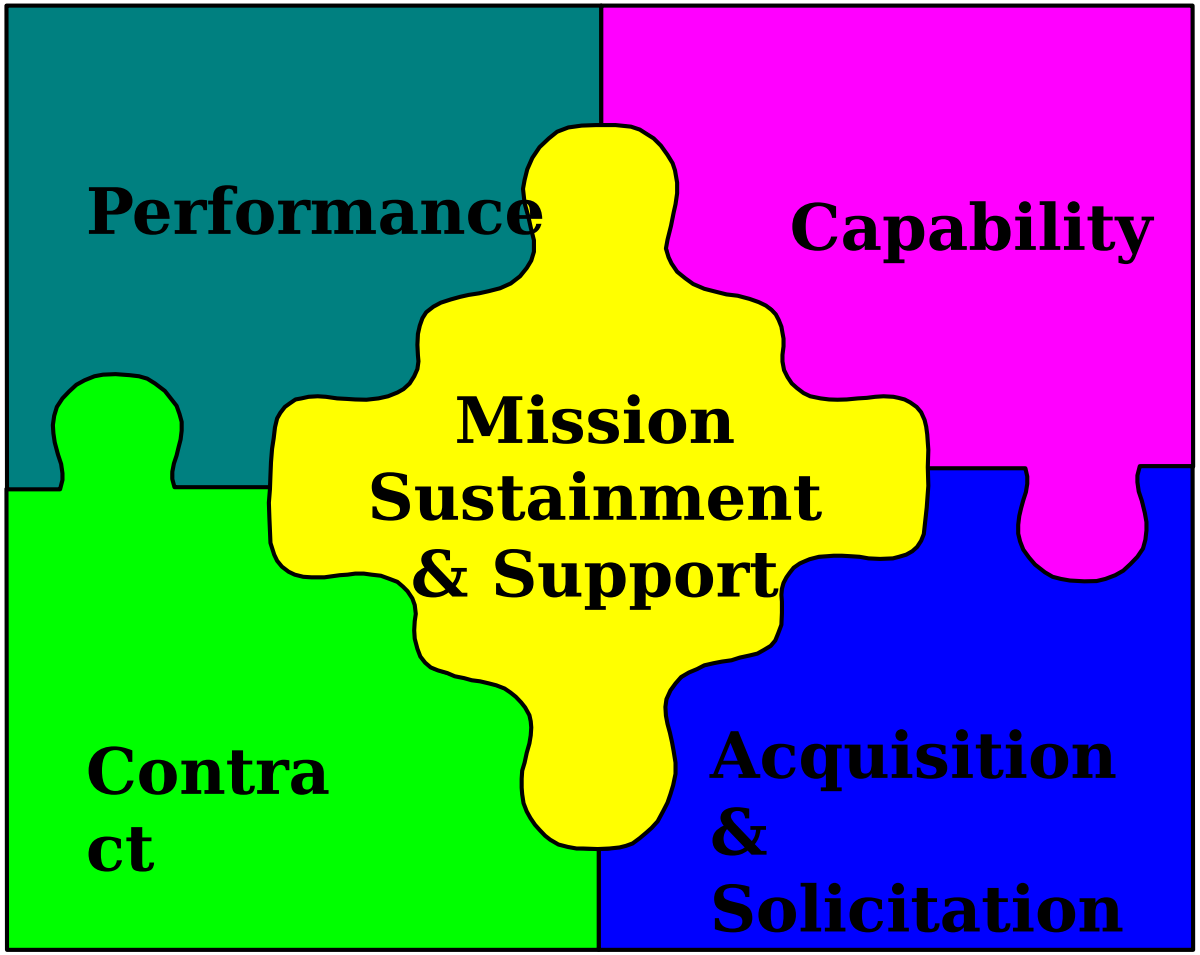


SMC ACE provides IPT participation, training, coaching, & review

AFMC Acquisition "Game Board"

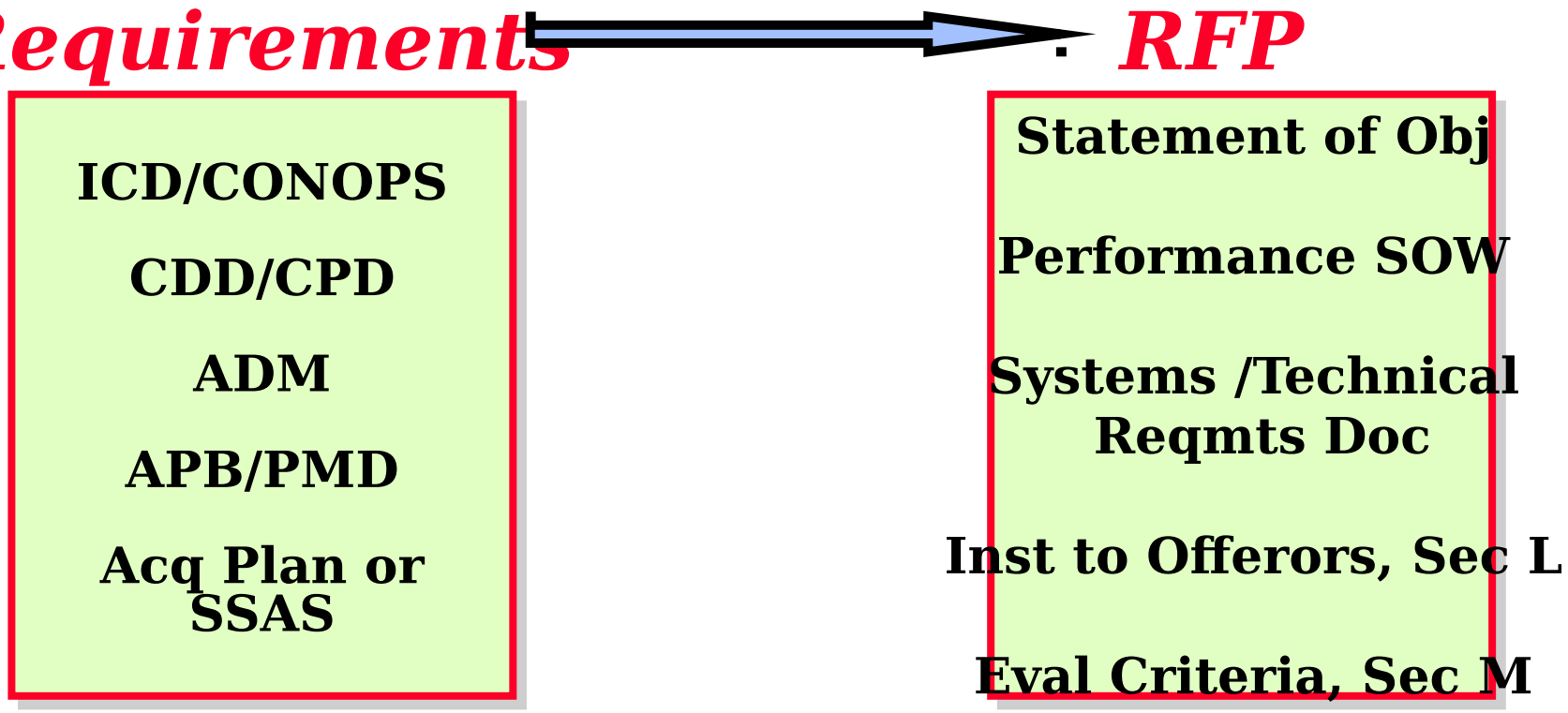


The Requirements Set



Performance and Capability Requirements are Associated with Best Value Decisions

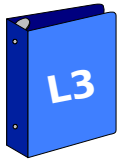
Conveying Requirements to the Offerors



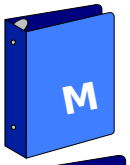
IMP is Key to RFP Approach

Statement of Objectives

SRD/TRD & Work Breakdown Structure



Instructions



Selection Criteria

Model Contract

Contract Work Breakdown Structure

Integrated Master Plan (IMP)

CSOW

IMS

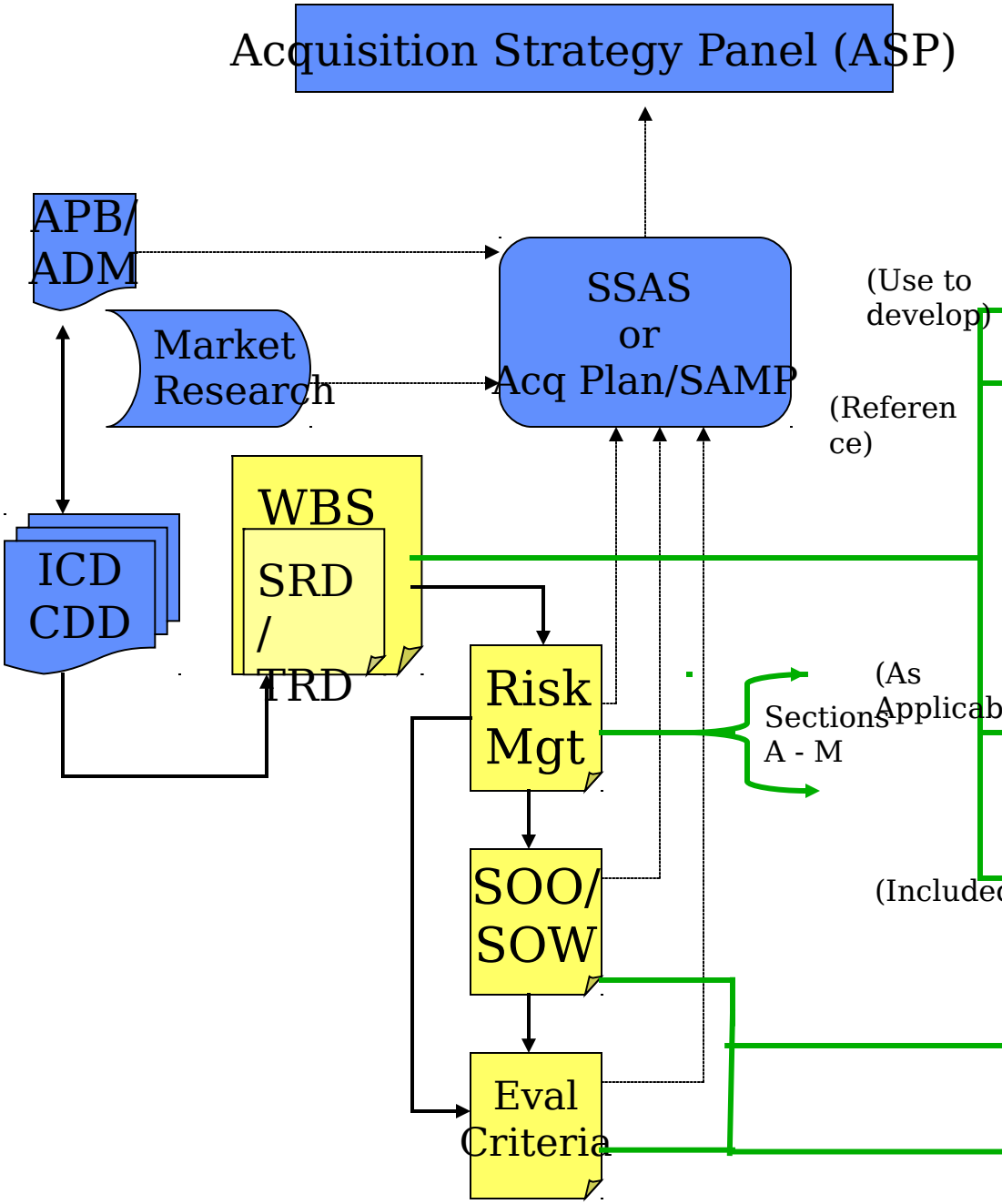
Integrated Mgmt and Tech Proposal

System Specification

Contract

Contractor Integrated Master Plan is Fundamental to Program Execution

"Tying It All Together"



PARTS OF AN RFP

Section A Solicitation / Contract Form

Section B Supplies or Services / Prices /

Section C Description / Specs / Work Sta

Section D Packaging and Marking

Section E Inspection and Acceptance

Section F Deliveries or Performance

Section G Contract Administration Data

Section H Special Contract Requiremen

Section I Contract Clauses

Section J List of Attachments

Section K Contractor Representations & Certifications

Section L Instructions, Conditions, and to Offerors

Section M Evaluation Factors for Award

Contract Work Breakdown Structure (CWBS)

PWBS

0000 SBIRS

1000 Space Segment

1100 Spacecraft

Statement of Objectives

Concept

+

Perf Statement of Work

As Needed

Government

Contractor

CWBS

0000 SBIRS

1000 Space Segment

1100 Spacecraft

WBS Dictionary & Definitions

What + Structure

Cont Statement of Work

Tasks

Add levels

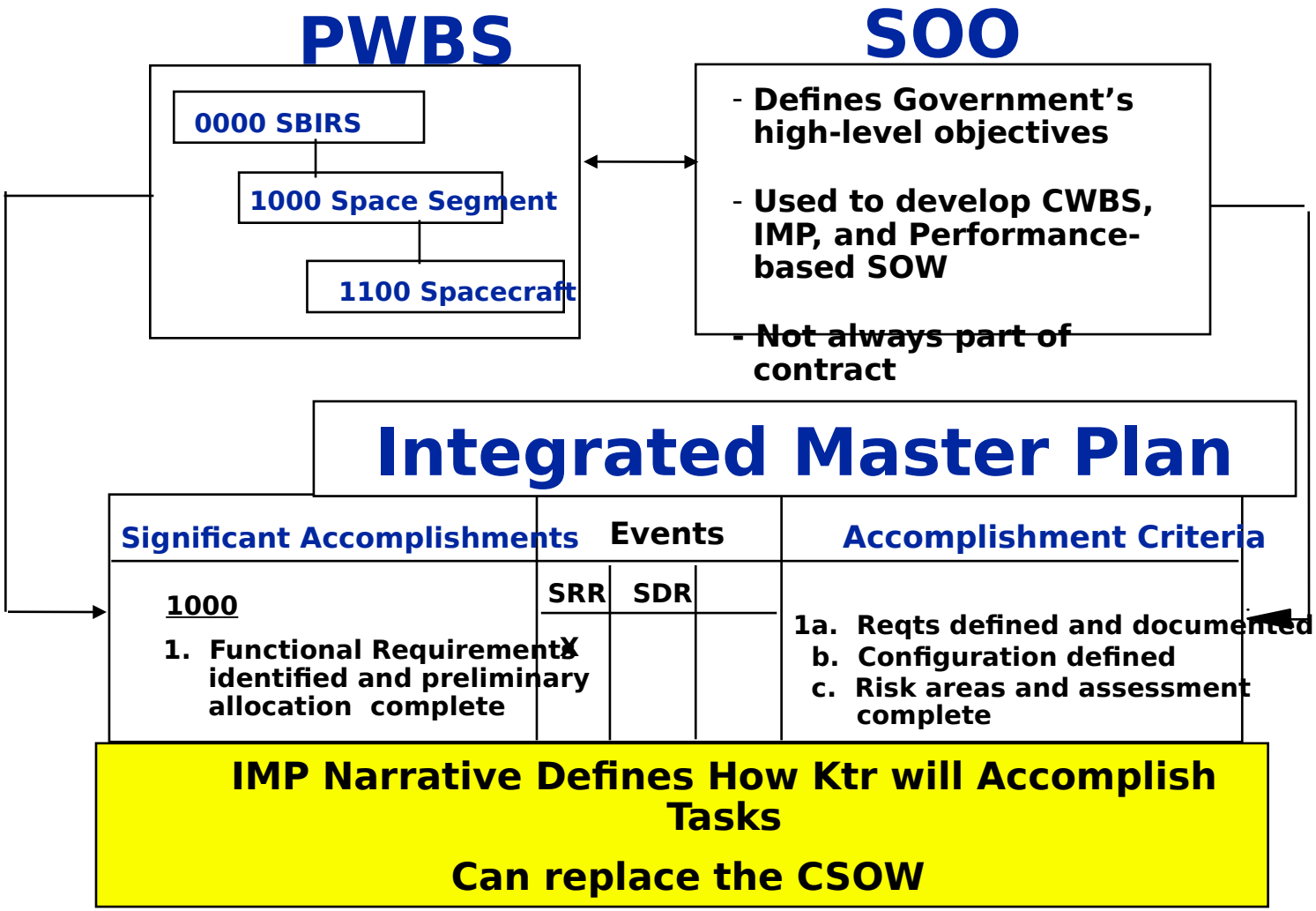
Integrated Master Plan

Significant Accomplishments	Event		Accomplishment Criteria
1000	SRR	SDR	
1. Functional Requirements identified and preliminary allocation complete	X		1a. Reqts defined and documented b. Configuration defined c. Risk areas and assessment complete

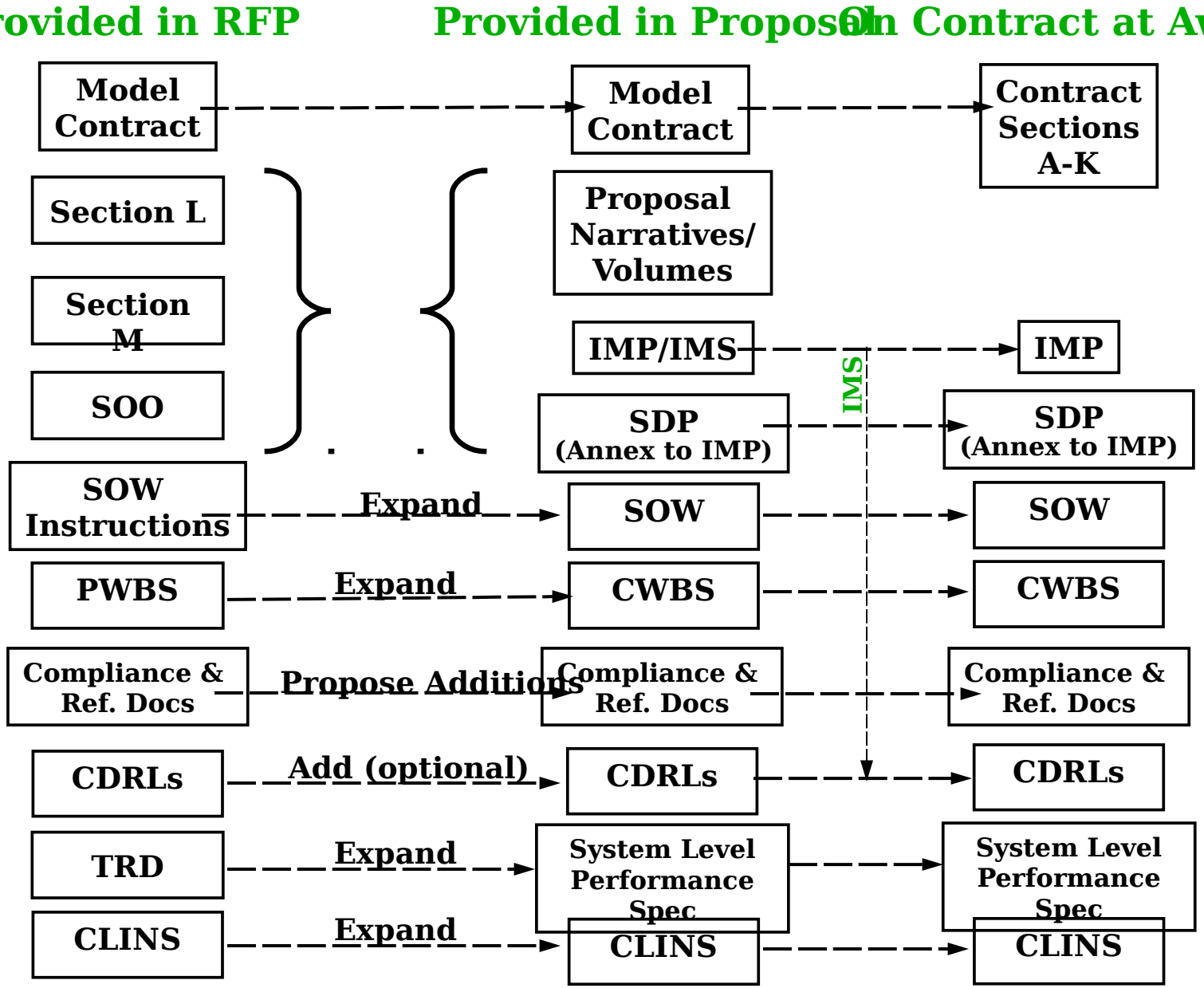
IMP Narrative

How

Statement of Objectives/ Integrated Master Plan



Document Linkage



Contract Content Responsibilities

Government

SRD/TRD

Smaller CDRL

Some Specs/Stds

FAR Clauses

WBS (Top Tier)

Perf Based SOW

Contractor

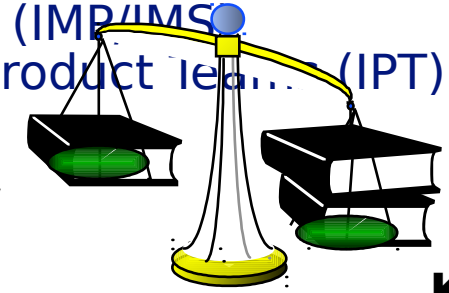
Performance Based Contracting

Contractor Reports

International Standards Commercial/Best Practices

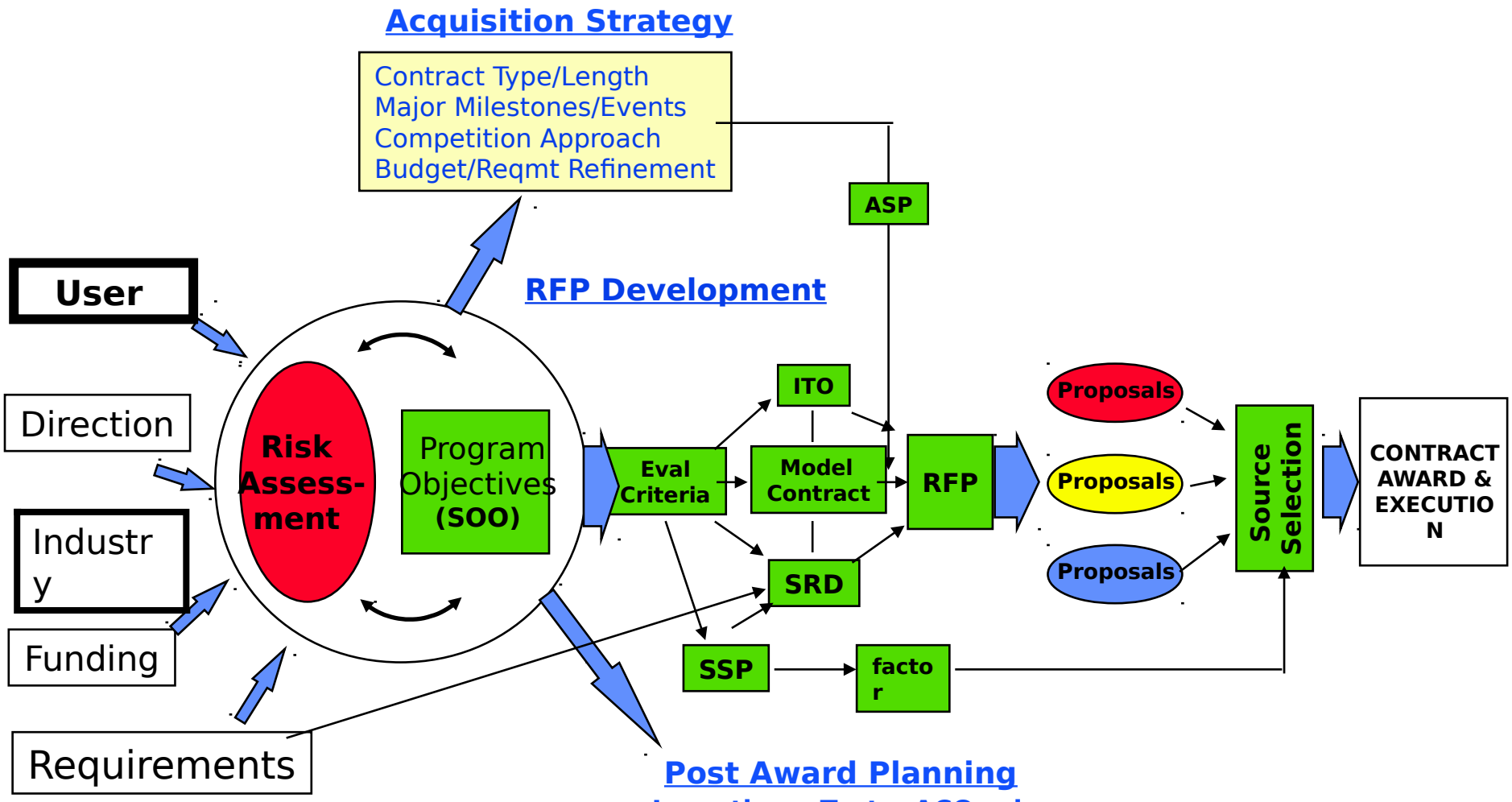
Integrated Product Development

- Integrated Master Plan and Schedule (IMP/IMS)
- Integrated Product Team (IPT)

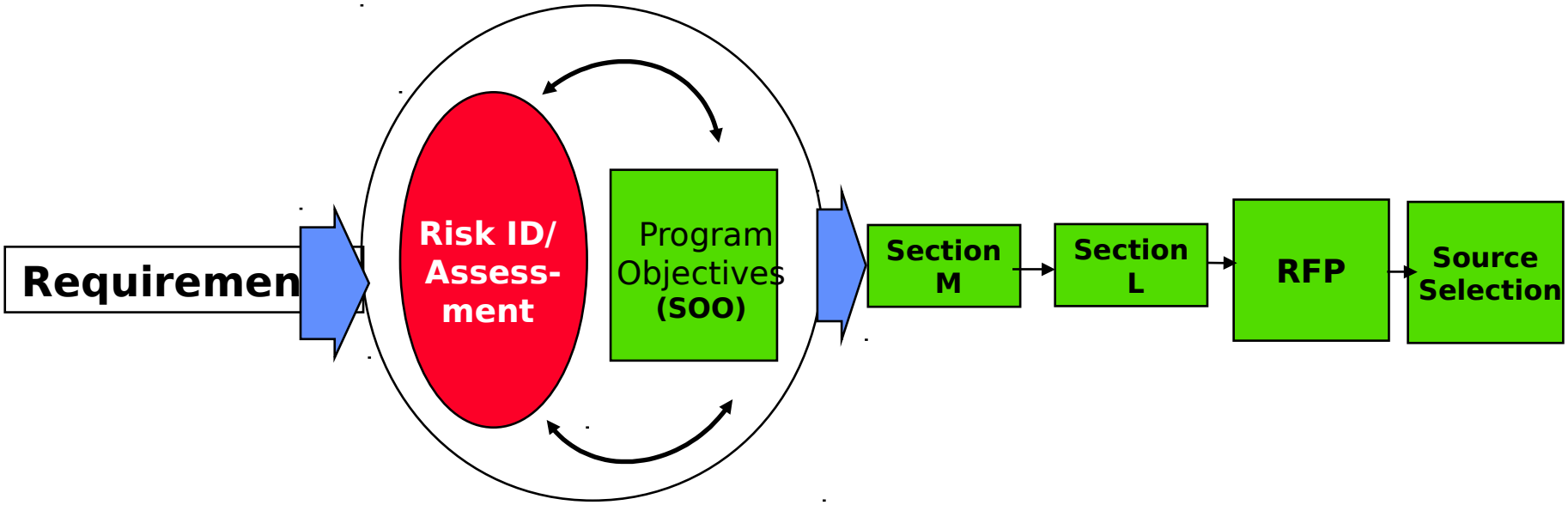


Contractor has More Role in Defining the Program Structure

RFP/Source Selection Process Model



RFP to Source Selection Process Model Focus



What is Risk?

- **RISK IS THE *PROBABILITY* OF AN UNWANTED EVENT OCCURRING IN COMBINATION WITH THE SIGNIFICANCE OF THE *CONSEQUENCE* OF THAT OCCURRENCE**

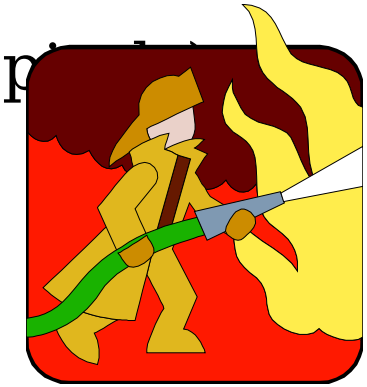
- **Why Manage Risk?**

Well established as best practice*

**** = Risk assessment was originally mandated for all DoDD 5000.1 – it is now fully integrated in all DODD process and procedures guidance documents***

Mitigating Risk

- Given an unwanted occurrence, how do we deal with it?
  - Avoid (remove)
  - Control (manage)
  - Assume (monitor)
  - Transfer (to other phases/increments/segments/sp
  - Use Knowledge & Research
    - ✓ Offer other solutions sets to meet requirements

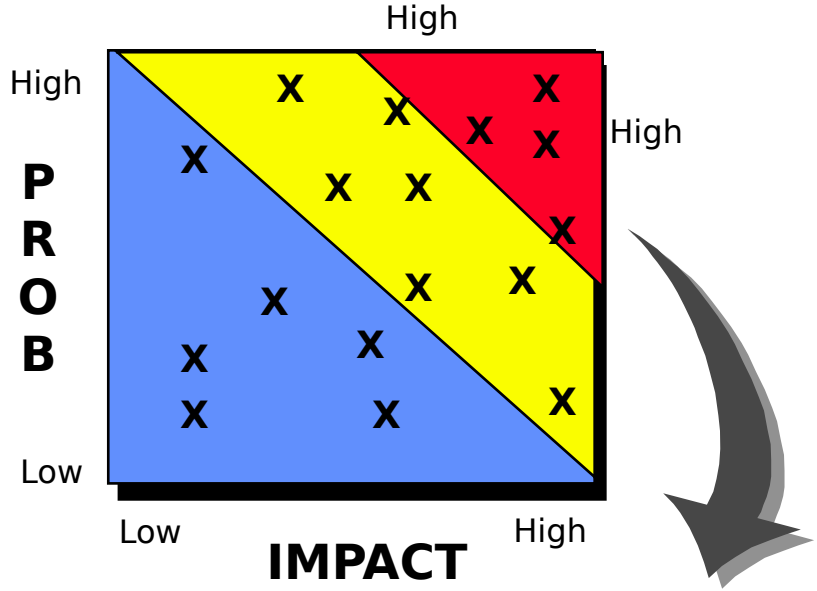


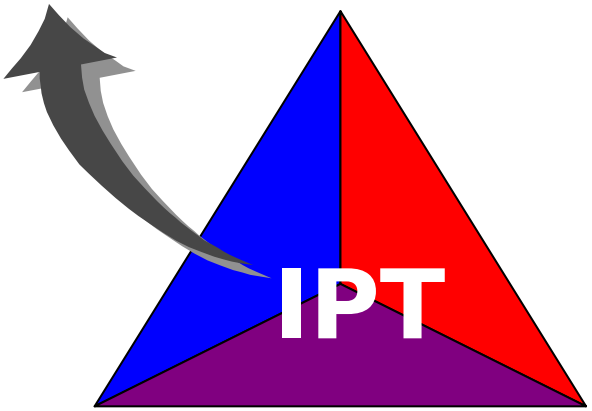
Risk Management Acquisition Strategy Focus

RQMT	RISK	IMPACT	PROB	RATING
Technical Risks				

Programmatic Risks				

Business Risks				





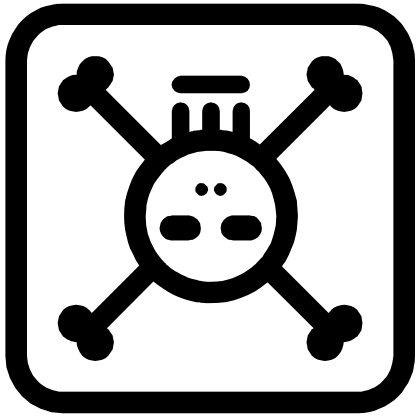
Acquisition Strategy (PSMP/AP/SSAS)

- **RFP Content (SOO) and/or Perf. SOW**
- **Evaluation Criteria (Section M)**
- **Proposal Preparation (Section L)**

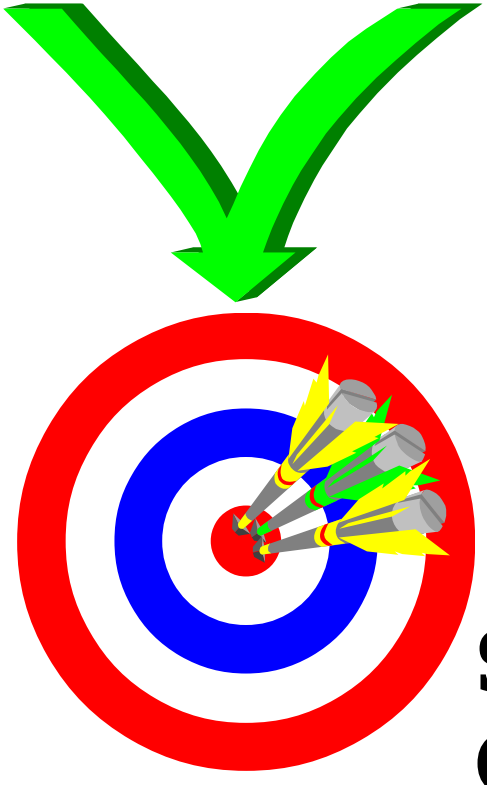
Statement of Objectives (SOO)

- Both a product and a process
  - Process forces use of risk assessment and IPTs
- Included by Government in RFP (sec J)
  - Referenced in proposal prep (Section L) and evaluation criteria (Section M)
- Function of program risks, key performance parameters (KPP) and also high-value requirements
- Identifies top-level program & contract objectives
  - Specifically addresses higher risk items
- Focusing device for solicitation
  - Basis for evaluation factors for award
- Not (generally) incorporated in contract

SOO Input



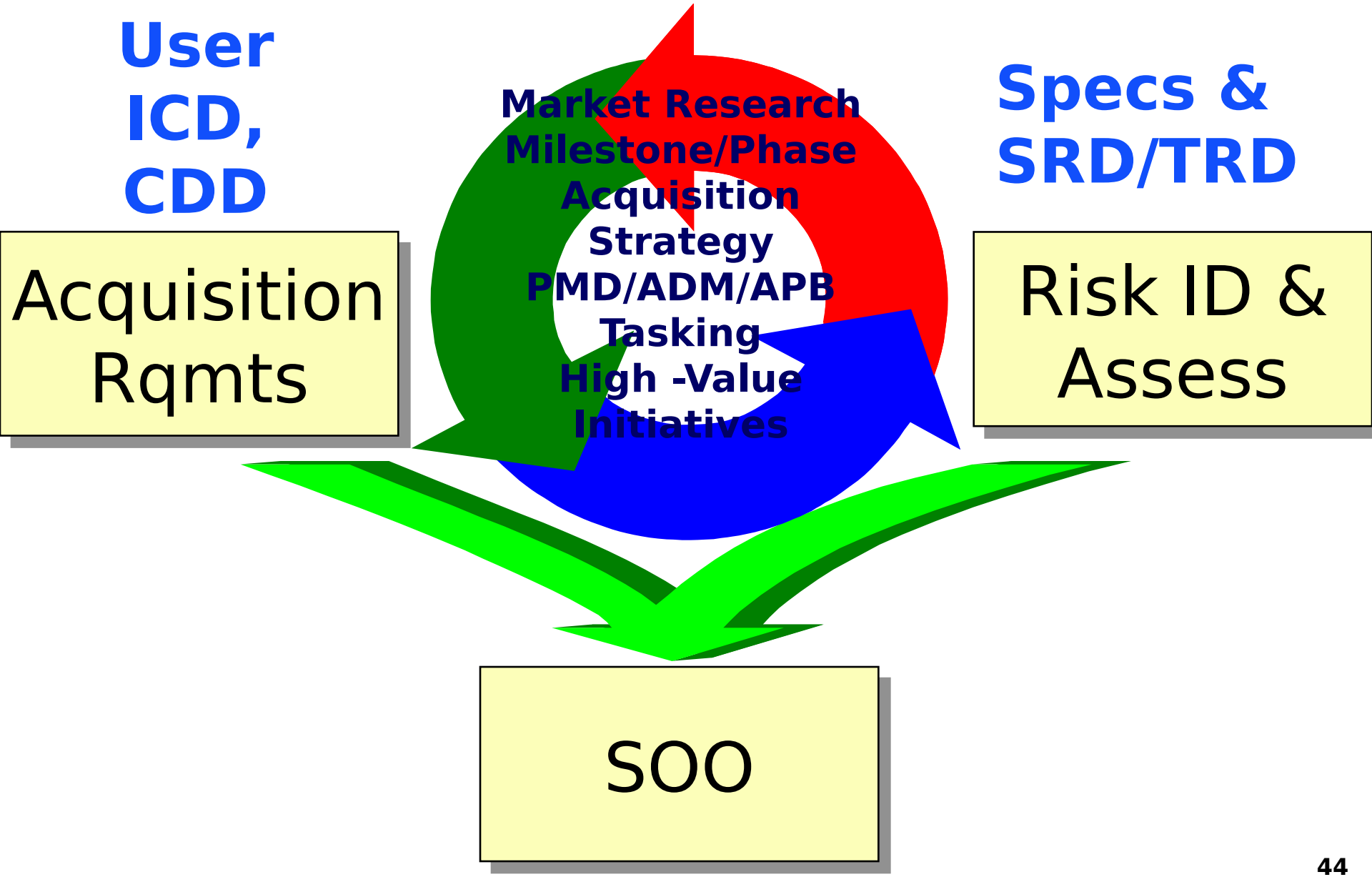
High-Medium Probability
High-Medium Impact
RISKS



High Value Requirements & KPPs

SOO

Documents Flow to SOO



Processing the "Objectives"

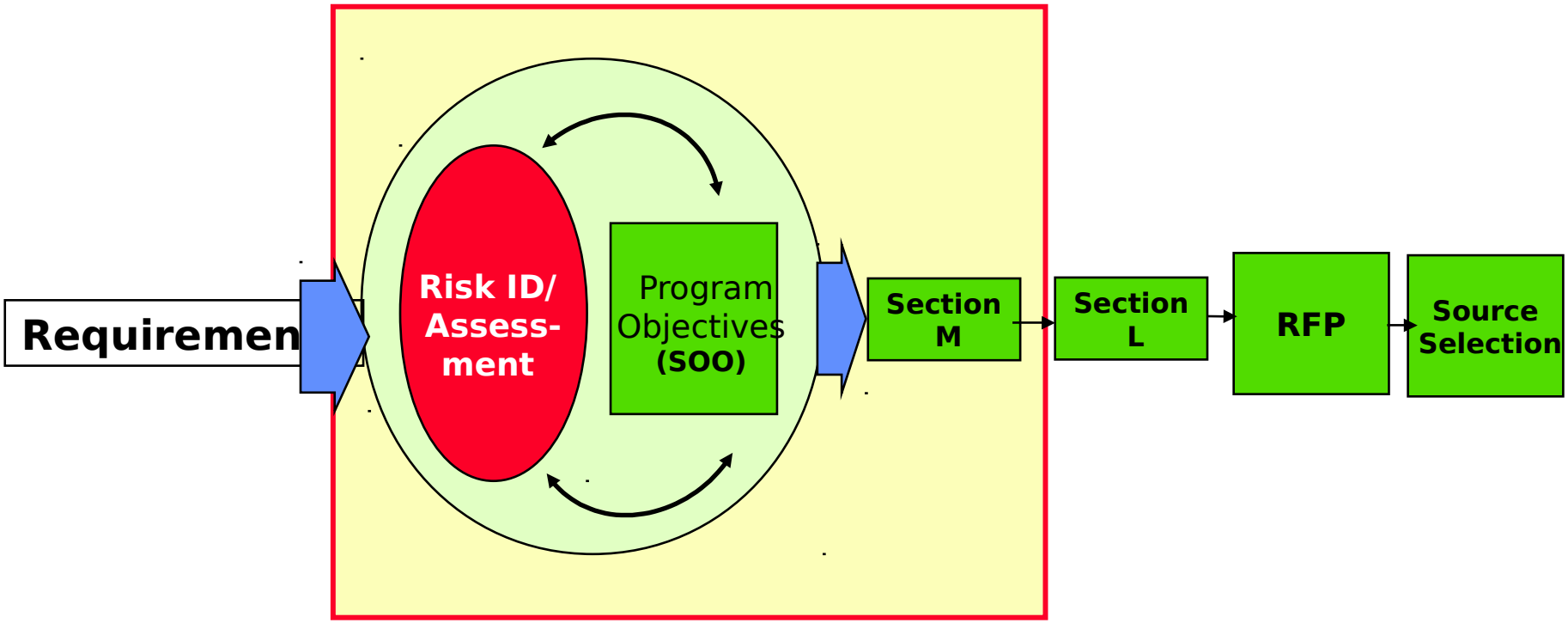
- Stay focused on source selection discriminators and keep the fodder out
- Use "Top down " approach to filter fodder
- Get buy in from IPT (and then Industry) using slides, before writing any RFP text
- Use slides to keep IPT focused (refer back to slides during reviews of drafts)
- Don't let IPT go off and write until the time is right

Process Example

Situation:

- **Emergency Situations Frequently Require Members Of Congress And Other DoD Agencies To Travel In CONUS**
- **Standing Fleet Of Six (6) Aircraft Will Be Maintained at Andrews AFB, Maryland**
- **Training Program Required**

Risk to SOO to Section M Focus (revisited)



Technical Requirements

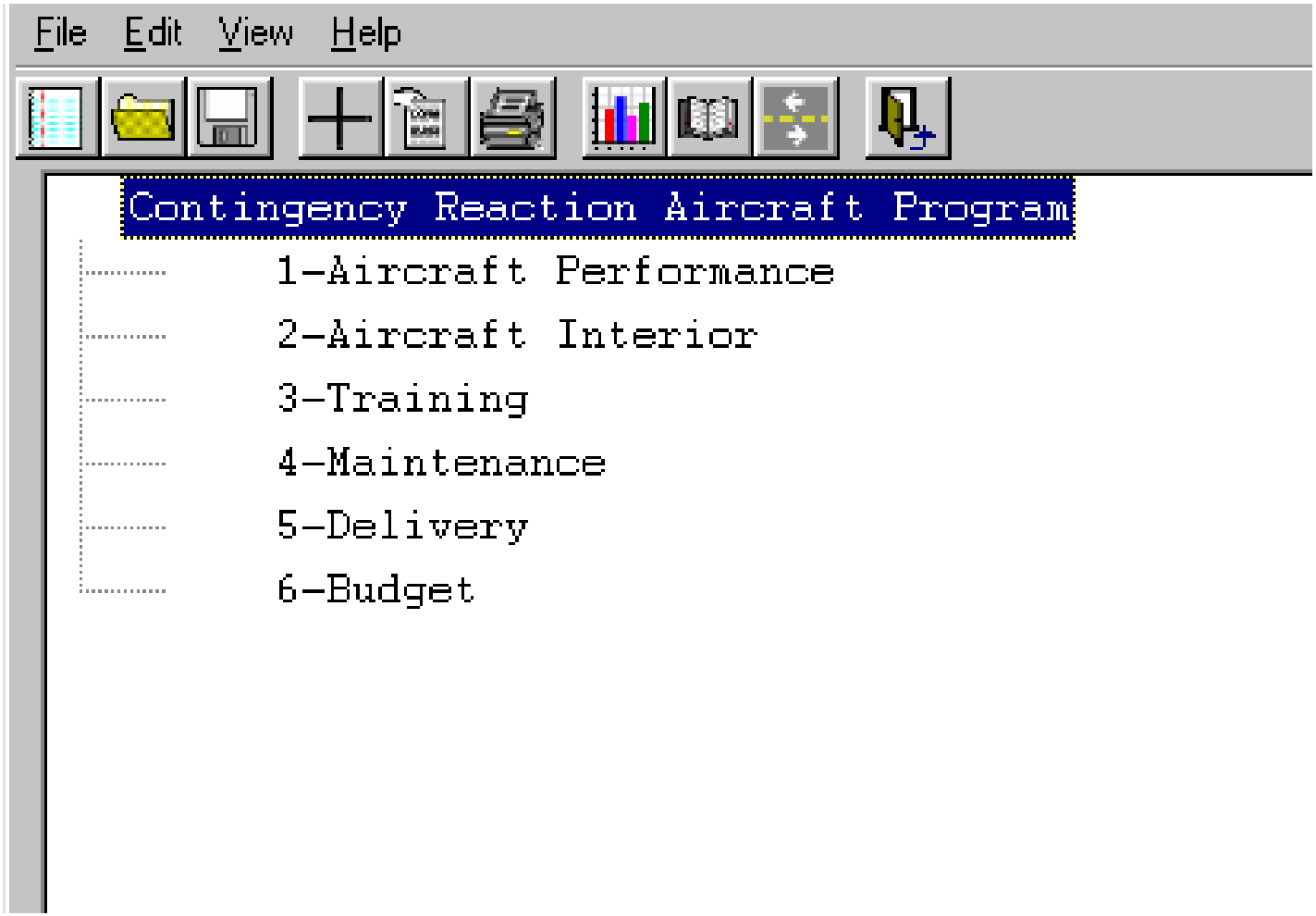
Performance Based Requirements

- Ability to cruise at 35,000 ft
- Must have a range of 2000 nautical miles with eight (8) passengers
- All aircraft must be the same configuration
- Must be capable of operating in all weather conditions
- Must be maintained at a mission capable rate of 98%

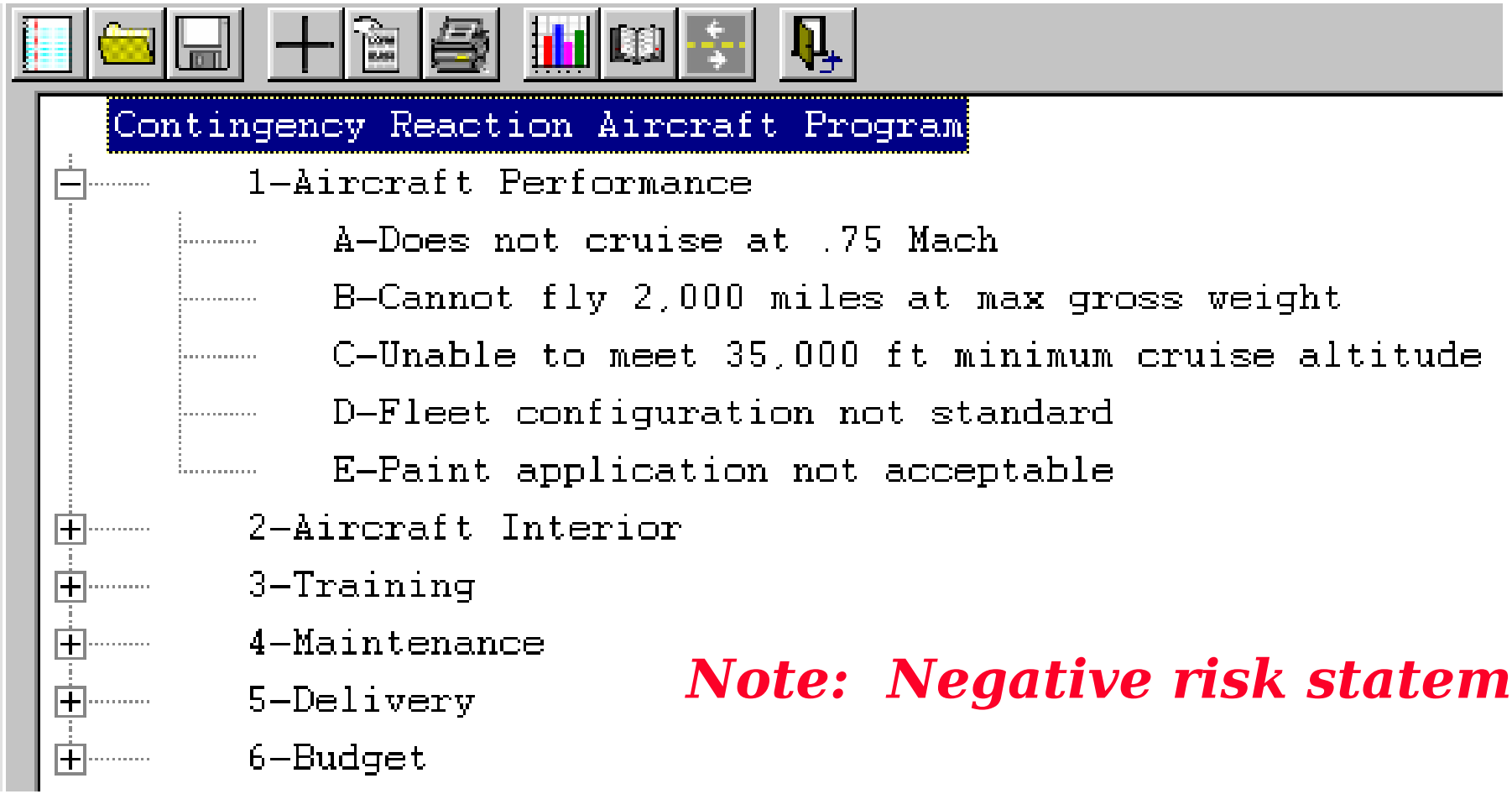
Risk Identification and Assessment

- Determine Requirements and Group Them
- Identify Risks in Meeting Each Requirement
  - State in Negative Terms
- Define Probability and Consequence Scales
  - Probability Distribution and Impact Definitions
- Assign Probability and Consequence Ratings to Each Risk
- Plot on Scatter Diagram
- Establish Scatter Diagram Zones
  - Mitigate, Manage, and Monitor
- Integrate the Results
  - Acquisition Strategy, SSAS or AP, SOO, TRD/SRD, RFP Sections L and M

Technical and Program Requirements Groups

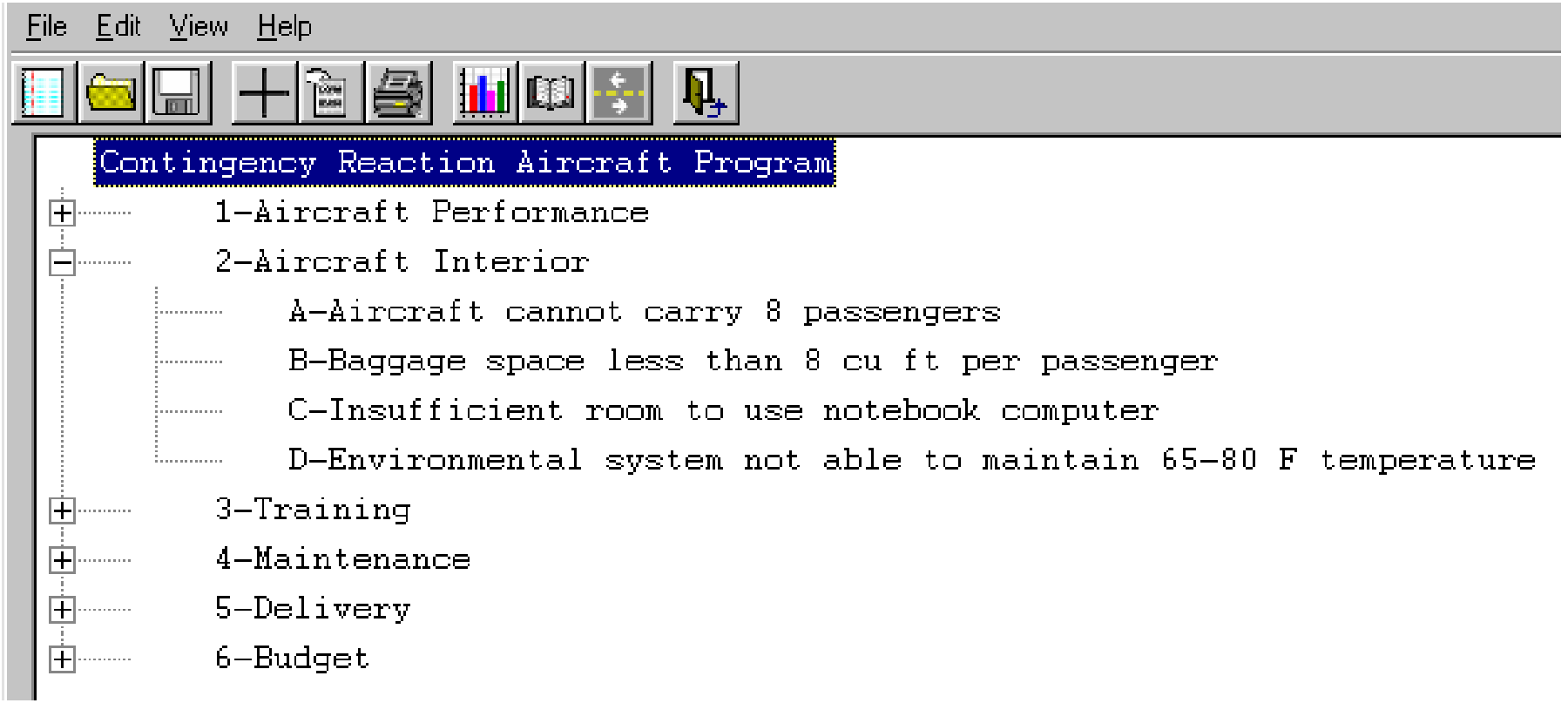


Aircraft Performance Risks

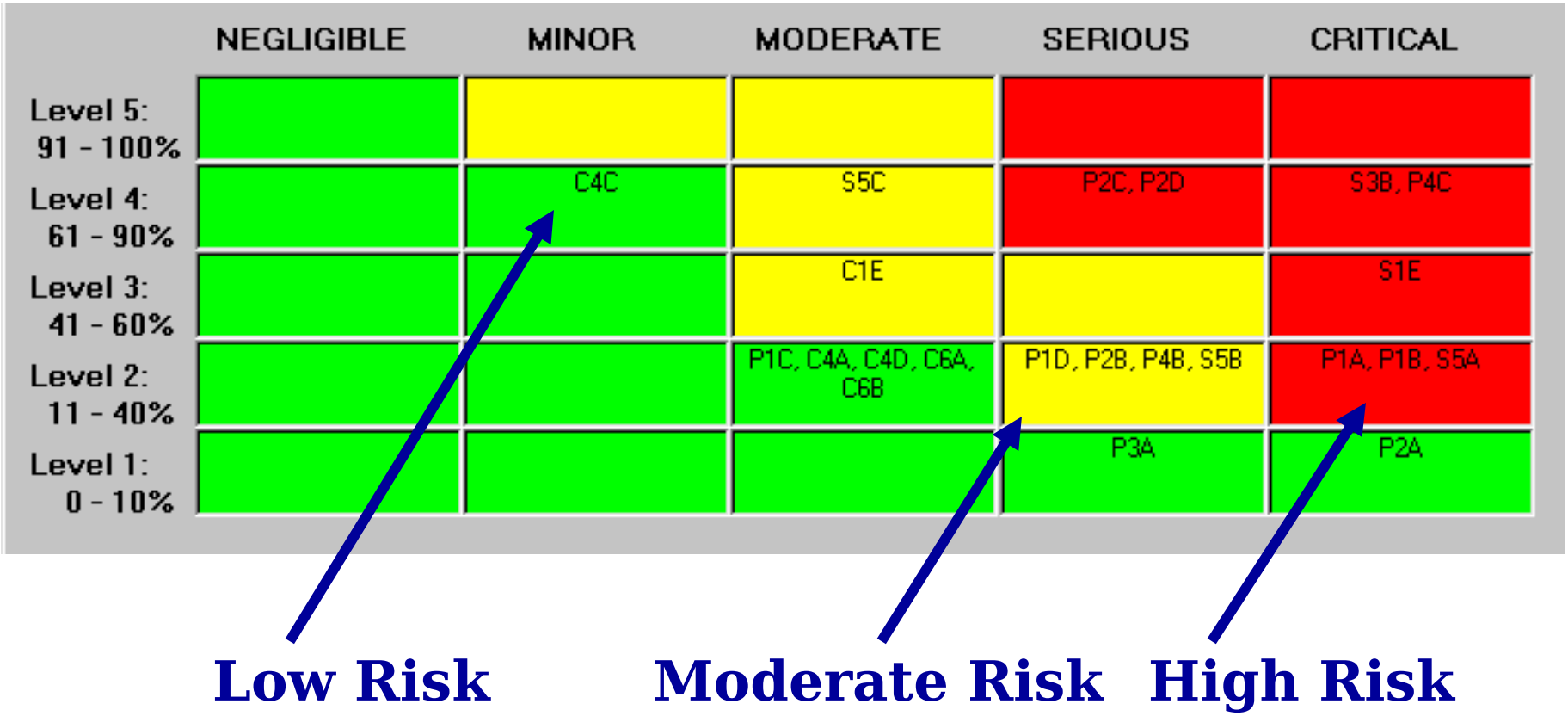


Note: Negative risk statemen

Aircraft Interior Risks



Assign Risk Levels



High Risk Elements

Level 4, Critical

3B No simulator time available when needed

4C Contractor cannot perform remote maintenance

Level 4, Serious

2C Insufficient room to use notebook computer

2D Environmental system not able to maintain 65-80 F tem

Level 3, Critical

1E Paint application not acceptable

Level 2, Critical

1A Does not cruise at .75 Mach

1B Cannot fly 2,000 miles at max gross weight

5A Manufacturing backlog exceeds 14 months

Statement of Objectives For VIP Aircraft

Specific Objective 1: The Government requires an a fleet of six 8 passenger aircraft capable of 2,000 NM sustained flight, .75 M cruise speed, and 35,000 feet operating altitude.

Specific Objective 2: The contractor will be responsible for all sche and non-scheduled maintenance, at both Andrews AFB, MD, a deployed locations.

Specific Objective 3: The aircraft must be aesthetically pleasing an sufficiently comfortable to accommodate VIP travel, to include adequate workspace for passengers.

Specific Objective 4: Delivery of at least two aircraft, with contracte provided training for two aircrews per plane, is required with months of contract award.

Section M Evaluation Criteria

Mission Capability (MC) Factor

Subfactor A: Aircraft Performance - Aircraft will be evaluated in the areas of cruise speed, range, and altitude to determine its suitability. Strengths may be awarded for exceeding the requirements.

Subfactor B: Utility - In addition to the exterior esthetics, the proposed interior configuration, to include seating, passenger space, climate control(s), and relative human factors considerations, will be assessed. Strengths may be awarded for exceeding the requirements.

Subfactor C: Availability - The proposed maintenance approach, both at Andrews AFB and as deployed, will be evaluated for complying with and or exceeding the required mission capability rate.

Subfactor D: Delivery - The proposed delivery schedule will be assessed against the required 12 month IOC or exceeding the schedule.

Subfactor E: Training - The Government will evaluate the approach to provide pilot training sufficient to meet or exceed SRD requirements.

Other Section M Factors

Proposal Risk - Will be evaluated at the Mission Capability (MC) subfactor level and reported at same.

Past Performance - will be assessed at the Mission Capability (MC) subfactor level and reported at the factor level.

- Always as important as Mission Capability and Proposal Risk

Price/Cost - Will be evaluated at the total cost level, to include aircraft acquisition costs, maintenance costs, and other government costs (OGC) associated with the program over the contract period of performance.

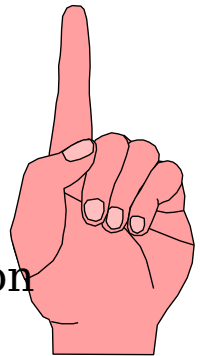
LET'S BUILD SECTION M SUBFACTOR/ELEMENT EVALUATION CRITERIA

"MY TEN STEP APPROACH TO SECTION L"

RFP SECTION M FACTORS (*MEDIAN & AGENCY LEVEL)

STEP 1 **List AFFARS PART 5315 FACTORS**

- **Mission Capability (MC)**
  - ✓ **SubFactors (suggested max. 6)**
    - Derived from logical program and specific segments or elements identified in the Statement of Objectives (SOO)
- **Past Performance**
- **Proposal Risk**
- **Cost/Price**



*No Proposal Risk for Basic level Source Selection

Developing Evaluation Factors

- Involve all stakeholders (user, industry as appropriate)
- Ensure common understanding of requirements
  - User objectives must be specifically addressed
- High risk items generally included
  - Likely events with significant negative impact on program execution
- Not everything can be evaluated – not enough resources
  - Many requirements are pass/fail only – select KPP/High Risk ones
  - Mission Capability subfactors are intended as subset requiring greater scrutiny and offer trade space for evaluation
- Should reflect market realities
  - To include inherent product/service characteristics found in market research

Subfactor Attributes

STEP 2 **Assign the logical MC subfactors from the SOO**

STEP 3 **Brainstorm attributes for each subfactor such as:**

- **-- Activities (e.g., repair level analysis)**
- **-- Tasks (e.g., Tech Order validation)**
- **-- Functions (e.g., integrate ILS process into Systems Engineering)**
- **-- Outputs (e.g. LMI data products and summaries)**
- **-- Products (e.g., Engineering Tech Data)**
- **-- Services (e.g., Total Contract Training)**

STEP 4 **Assign performance/capability requirements to subfactor attribute(s) such as:**

- **-- High Risk**
- **-- High Value**
- **-- KPPs**

STEP 5 **Find "discriminators" for each selected requirement**

What are Source Selection "Discriminators?"

Factors…subfactors, and elements … "They establish the level an offeror's proposal shall meet in order to be judged acceptable. **Factors and subfactors shall be limited to those that are real discriminators**" AFFARS 5315.304 (b)

- Use proposal evaluation discriminators to:
  - Mark or perceive aspects of proposals with distinguished or peculiar features
- Discern or expose differences from minimum requirements
  - Make a distinction between minimum requirements and proposed capability or level of performance
  - Measure qualitative and quantitative trade space between thresholds and objectives

Brainstorm for Subfactor Discriminators

- What are proposal aspects that can offer best value in these ways?
  - Key Measures of Merit
  - Key Measures of Performance
  - Key Measures of Effectiveness
- What are proposal features that can enhance or extend performance or capability requirements?
- What are the high-value requirements that can offer trade space?

Brainstorm For Subfactor "Discriminators "

- Which requirements are the most difficult to achieve?
- What requirements provide the highest payoff?
- What are risk mitigation opportunities?
- What are options to control/manage risks?

Best Value Trade-off in AFFARS 5

Discriminators allow for Trade Space

Trades exist between Factors -- MC vs. Proposal Risk vs. Past Performance vs. Price/Cost

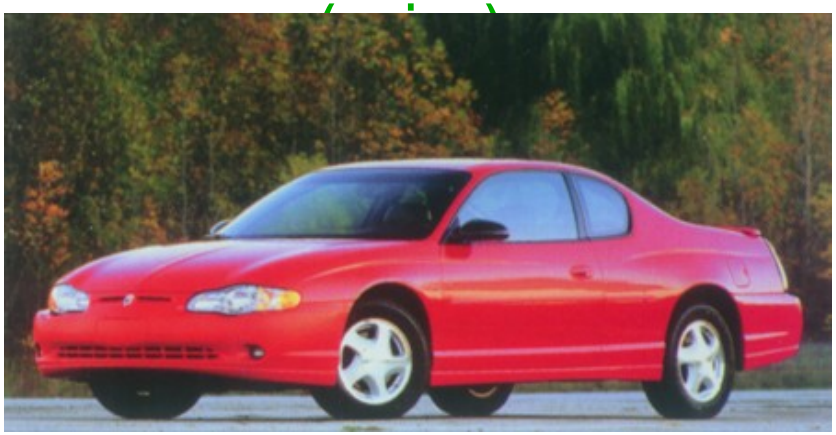
Trades exist between Subfactors -- Subfactor vs. Other Subfactors

Trades exists between Threshold Requirements vs. Objectives

Trades exist between Performance

Trade Space is Key to Discriminators

Performance Threshold



Performance Objective (max.)

"Below Threshold" (deficient)

"Trade Off"

Writing Subfactor Evaluation Criteria

STEP 6 List Or identify KPP threshold requirements that merit critical evaluation by the Source Selection Evaluation Team (SSET)

- Identify any Key Go/No Criteria (Pass/Fail)

STEP 7 Transform evaluation discriminators into narrative statements for each subfactor to indicate trade space for best value consideration

STEP 8 Prioritize and logically organize in Section M

Subfactor Evaluation Criteria Formats

Alternate 1 -- Release only Threshold criteria and permit the offerors to propose features of proposal that exceed requirements to provide consideration for Best Value;

Alternate 2 -- Release Threshold and Objective criteria clearly advise offerors that credit for exceeding Thresholds or Objectives may be considered; or

Alternate 3 -- Release Threshold and Objective criteria and advise offerors that AF reserves the right grant credit for exceeding Thresholds, but not for exceeding Objectives.

Note: These are no longer listed in AFFARS 5315

"Wire Brush Questions"

STEP 9

Questions to ask during attribute & criteria development:

- What are the attributes of a "successful approach" for this subfactor or criteria?
- What's the difference between a good approach and a bad one?
- What kind of approach would not meet requirement?
- Do we expect to get different kinds of proposal responses from the potential offerors or will they all be the same (textbook) answer?
- Can the offeror exceed our criteria? How?
- Is there really a benefit to the Air Force if a response exceeds our requirement/criteria?

Start Section L

STEP 10 **Start Section L development**

- **Transform the Section M (evaluation criteria) into Section L paragraphs**
  - **Use factors, subfactors, criteria items (discriminators) as an outline**
  - **Identify what aspects of the performance, capability, and solicitation requirements are to be placed in the Section L**
  - **Tell offerors what must be contained in proposal**
  - **Develop the narrative and background sections for the Section L**
    - ✓ **What the SSET plans to evaluate must match what the SSET expects the offerors to propose.**
  - **Provide Integrated Master Plan (IMP) instructions**

Examples of RFP Language

RISK ASSESSMENT

Notional Risks by Requirements Groups

READINESS

The risk that the absence of timely depot capability will compromise operational readiness.

TECHNOLOGY:

The risk associated with the absence of technological knowledge and awareness. Services must maintain capability to understand, master and support current technology.

SUPPORTABILITY:

The risk that the industrial base will not have sufficient deport level contingencies and capabilities to ensure that mission essential

SOO Example

A Fictitious Program

- The JMISS program focus is an affordable tactical strike missile weapon system for the USN, USAF, and RAF. The principal objectives for the JMISS Technology Development Phase leading to DoDI 5000.2 Milestone B review are:

  (1) demonstrate those critical technologies, processes, and system characteristics that risk assessments have shown are necessary to enter System Development and Demonstration with acceptable, manageable risk

  (2) define a Tri-Service Preferred Weapon Concept (PWSC) using performance-based acquisition tenets as the primary drivers for development of performance requirements

  (3) document the planned *sustainment and support* structure and required resources

  (4) develop and implement streamlined internal management and control processes that

Section M Content -- example

Section M

An example of an opening paragraph of a Subfactor or an Element…

The offeror provides evidence of a sound plan to implement Integrated Logistics Support processes that demonstrates to the Government an understanding of all user sustainment and supportability requirements contained in the ICD/CDD and CONOPS and prioritized in the SOO, SRD/TRD, and Section L instructions. The offeror must demonstrate in the proposal how it plans transform those user performance-based requirements into an affordable and supportable ground and space system, including documenting all related resources that will

Example Criteria (Discriminator No. 1)

The offeror provides a comprehensive plan for refining the overall logistics strategy that includes consideration for integration of commercial off-the-shelf items, logical and affordable maintenance support, other Integrated Logistics Support elements, and planned determination of final logistics products to meet or exceed established SRD performance-based, event requirements.

Example Criteria (Discriminator No. 2)

The offeror provides sufficient or significant evidence in proposal of designing system supportability through concurrent engineering and logistic support analysis to ensure long-term cost-effective system sustainment.

Example Criteria (Discriminator No. 3)

The offeror presents a sound understanding of logistics requirements by: (1) thoroughly describing the exceptional features and products of the offeror's logistic support analysis processes; (2) while incorporating logistics considerations in the system design; and (3) that includes development of initial training analysis and comprehensive engineering data

Example Narrative in Section L

SECTION L-3
An Example Narrative

Propose an Integrated Logistics Support (ILS) planning program that will identify and transform user requirements into a supportable system. It should identify the system support resources analysis is needed to provide a cost-effective system sustainment effort. Describe the proposed management and technical approach needed to develop, design, and deliver logistics support assets/products to meet required operations capability. Include any planning of logistics support that may be required to sustain elements associated with any impacts to the ground and space segments identified. Specific instruction as follows…

Specific Proposal Instructions

Section L-3

A Specific Example

a. Explain proposed approach for interfacing and integrating the performance-based logistics support design into the existing DoD logistics infrastructure.

b. Identify studies to develop training equipment and training courses.

c. Describe plans for the technical manual development program.

d. Determine how fault detection and fault isolation will be developed and implemented.

e. Layout planning for the maintenance concept and supply support concept for the ground equipment.

f. Provide plan for post-production support and maintenance of software and unique resources and technical data.

g. Show how the offeror's proposal will consider all logistics elements and their interaction, and then determine their risk areas.

h. Justify analysis for numbers and skill levels to operate and maintain the proposed system.

RFP Development Summary

- Stay Focused on the “Real Discriminators”
- Prevent all Technical Parameters from Getting Combined into 1 or 2 Subfactors
- If you Must Address Processes, Focus on the High Risks Within each Process
- Use “Top-down “ Approach
- Get Buy In from IPT and then go to Industry for input
- Resist writing too soon before brainstorming complete

Overview Part 3

- **Big Picture View**
- **Source Selection Objective and Organization**
- **Evaluators and Advisors Tasks**
- **Preparation and Planning**
- **Steps in the Source Selection Process**
- **Feedback**